

**FACTORS AFFECTING ADOPTION OF QUALITY IMPROVEMENT PRACTICES  
IN ORGANIZATIONS: A CASE OF EAST AFRICA BREWERIES LIMITED**

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## ABSTRACT

The main objective of the study is to find out the factors affecting the adoption of quality improvement practices in organizations, using East African Breweries Limited as a case study. To fully explore this major objective, the study was guided by the following specific objectives; to find out the influence of customer focus on the adoption of quality improvement practices in organizations, to find out the influence of strategic planning on the adoption of quality improvement practices in organizations, to determine the influence of benchmarking on the adoption of quality improvement practices in organizations and lastly to find out the influence of employee involvement in the adoption of quality improvement practices in organizations.

The study target population comprised of over 600 EABL employees working in different departments. The study sample constituted of 60 employees drawn from four departments namely: customer care, Human resource, procurement and production. The researcher sought authorities to carry out the study from the concerned company, and then distribute questionnaires to the employees were guaranteed confidentiality of the information given. The researcher will also seek the assistance of heads of departments in the distribution of the questionnaires. The data collected was analyzed using descriptive statistics and presented in tables in form of frequencies and percentages.

From the findings, it was revealed that there was a positive relationship between quality management practices and business performance improvement. It was also revealed that quality improvement had a positive impact on key business areas. The impacts identified included: improved staff morale, reduced number of customer complaints, efficient and effective operations, reduced wastes, improved supplier relationship and reduced number of quality audits. The measures for improving quality were also identified. These included; strategic planning, employee involvement, strategic planning and finally benchmarking.

The business areas positively impacted on a large extent by quality improvement practices were also identified. These included; procurement, production and quality assurance. Furthermore, various benefits for improving quality were also identified. These consisted, increased profits improved corporate image, increased level of customer retention, improved employee motivation, promotion of international trade, increased productivity, reduced quality failure costs, reduced audits, increased customer satisfaction and lastly reduced level of scrap wastes.