

**EFFECT OF TOTAL QUALITY MANAGEMENT IMPLEMENTATION ON
SERVICE DELIVERY IN ORGANISATIONS**

(A CASE STUDY OF KENYA SCHOOL OF MONETARY STUDIES)

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ABSTRACT

The general objective of the study was to investigate the effect of Total Quality Management (TQM) implementation on service delivery at the Kenya school of monetary studies. The specific objectives were to establish factors influencing TQM adoption and implementation at the Kenya School of Monetary Studies and determine challenges in the implementation of TQM practices at Kenya School of Monetary Studies. Findings of the research will add to the knowledge and understanding of the subject of total quality management and its application by the KSMS. The study attempted to examine the various TQM practices employed by KSMS and their effects on service delivery against the eight principles of TQM as proposed by KEBS (2008). It was conducted at KSMS headquarters in Nairobi. This was a case study targeting 300 employees of Kenya School of Monetary Studies. Stratified sampling was done to select 30% of the respondents to be involved in the study. A semi structured questionnaire comprising both open ended and closed ended questions was used to collect primary data. The questionnaires were self-administered so as to enhance the response rate. They were then collected after one week for analysis. The questionnaire was prepared and discussed with the supervisor for expert judgement on its reliability and the necessary corrections made. A pilot study was carried on employees who are not part of the sample to provide relevant information to the instrument. The responses will be used to make the necessary corrections and enhance the validity of the instrument. The data was analyzed by use of descriptive statistical tools that include frequency tables and percentages. Qualitative data was then transcribed and organized into similar topics and presented in form of tabular interpretive reports. Quantitative data was analyzed using percentages and presented using tables. It was found from the study that due to the adoption and implementation of TQM at the Kenya School of Monetary Studies there is an increase in quality of our services and that customers are satisfied with the services offered. Customers are ready to come for services even at higher rates because of high quality, positive impact on organization's service delivery, the market share of KSMS' services has increased because it is one of the best in the country. Profitability of KSMS has increased as a result of its better quality of services. In conclusion, it can be said that adoption and implementation of total quality management at the Kenya School of Monetary Studies leads to increase in quality of service delivery. For effective implementation of TQM programmers thus an improvement in organization service delivery, there is need to seek top management commitment and train employees so as to counter resistance to change. The study recommends that further study be conducted on the effect of total quality management implementation on service delivery in other organizations so as to benchmark the findings