

**FACTORS AFFECTING EFFECTIVE IMPLIMENTATION OF TOTAL QUALITY  
MANAGEMENT IN PARASTATALS: A CASE STUDY OF KENGEN LTD**

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## ABSTRACT

Total quality management (TQM) has been defined by International Organization for Standardization (ISO), is management approach for an organization, centered on quality, based on the participation of all its members and aiming at long-term success through customer satisfaction and benefits to all members of the organization and to society. The study investigated and established the implementation of Total Quality Management in the processes of Kengen and the factors affecting its effective implementation.

The study used a descriptive research design and data was collected through the use of questionnaires. The target population was 225 from all the categories i.e. senior management, middle level management and the lower cadre members of staff. The sample respondents which totaled to 45 were selected using simple random sampling technique. The raw data was then analyzed and presented in form of charts through the use of quantitative and qualitative techniques. This contributed towards answering of the research questions and making conclusions and recommendations of the research study.

The study investigated and established that, 38 % of the Staff of Kengen who were part of the respondents of this study were much aware of TQM deployment in the organization. The main avenue of such awareness was the staff training and sensitization which constituted of 93 %. TQM was enshrined in the Company policy and vision implying that it was a highly upheld tenet. The impact of TQM was reported to be perceivable in various organizational processes among them process control and staff involvement with 78 % of the respondents claiming to feel the impact of TQM deployment within the systems of Kengen.

The survey established that leadership (27 %) and training (40 %) factors had a great impact on the overall deployment of TQM in Kengen. It also established that the management had great interest in training the employees on matters of Total Quality Management. The level of competition (6 %) was also cited as a major factor in the deployment of TQM in Kengen. The increase in level of competition triggered the management in establishing ways of dealing with competition. In summation TQM was said to be fundamental in the enhancing operational efficiency.