

**EFFECT OF STRATEGIC MANAGEMENT PRACTICES
ON IMPLEMENTATION OF QUALITY MANAGEMENT
SYSTEMS FOR STATE CORPORATIONS IN KENYA**

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other University.

Signature Date

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This thesis has been submitted for examination with our approval as University Supervisors.

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DEDICATION

This work is dedicated to my loving parents Mr and Mrs Githaiga with special thanks and gratitude for making me understand the value of education. Your words of encouragement with great wisdom, advice that hard work rewards have contributed to achievements of a milestone in my life. Not forgetting you raised me up in the right way and taught me honesty, respect, patience and commitment are great values in life. My dear family Jacqueline, Willis and grandson Mason Oyoo, you have been a great encouragement to me. Your daily love and prayer gave me strength and a reason to move on. Special dedication for this work goes to my sister Mary Muthiora and her family in America who went out of their way to ensure I get the best medical support when I was hospitalized between 2015 and 2016 half way in the development of this thesis. To my sister Purity for ensuring that my documents are delivered to my Supervisors at the Main Campus Juja when I could not be able to travel to Nairobi. Finally, the dedication for this work is to my entire family for staying in prayer with me.

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ABBREVIATIONS AND ACRONYMS

ANOVA	-	Analysis of Variance
CDA	-	Coast Development Authority
CSR	-	Corporate Social Responsibility
DOE	-	Designs of Experiments
GoK	-	Government of Kenya
HRM	-	Human Resource Management
ISO	-	International Organization for Standardization
JIT	-	Just-in-time
KCNP	-	Kenya Coast National Polytechnic
KEBs	-	Kenya Bureau of Standards
KeCDA	-	Kenya Coconut Development Authority
KSLH	-	Kenya Safari Lodges and Hotels
KFS	-	Kenya Ferry Services
KMA	-	Kenya Maritime Authority
KMFRI	-	Kenya Marine and Fisheries Research Institute
KORE	-	Coca-Cola Operating Requirements
KPA	-	Kenya Ports Authority

QMS	-	Quality Management Systems
QM	-	Quality Management
R&D	-	Research and development
SHRM	-	Strategic human resource management
SPSS	-	Statistical Package for Social Science
SPC	-	Statistical Process Control
TCCMS	-	The Coca-Cola Management Systems
TQM	-	Total Quality Management
TUM	-	Technical University of Mombasa

DEFINITION OF TERMS

Strategic Management: It is goals-oriented management where the mission and planned achievements of an organization are clearly set out and all management processes are designed and monitored towards reaching the organization's overall goals (Rothaermel, 2012).

Strategic Management Practices: This is an analysis, decisions and actions taken by organizations in order to create and sustain competitive advantage (Dess, Lumpkin & Eisner, 2007)

Quality management: A quality management system is a set of internal rules that are defined by a collection of policies, processes, documentations and records. QMS defines how an organization will achieve the creation and delivery of the products and services to their customers (Hammar, 2017).

ISO 9001: ISO 9001 is the international standard for Quality Management Systems and published by ISO. The standard was most recently updated in 2015 and referred to as ISO 9001:2015. QMS enhances coordination and direct organization's activities to meet customer needs, regulatory requirements and improve its effectiveness and efficiency on a continuous basis (Jack *et al.*, 2012).

State Corporation: A government-owned corporation, state-owned company, state-owned entity, state enterprise, publicly owned corporation, government business enterprise, commercial government agency, public sector undertaking or parastatal is a legal entity created by a government to undertake

commercial activities on behalf of an owner government (CAP 446, GoK, 2012).

Organizational Culture: This is a collection of relatively unchanging and enduring values, beliefs, customs, traditions and practices that are shared by an organization's members, learned by new recruits and transmitted from one generation of employees to the next (Huczynski & Buchanan, 2013).

Leadership: This is a process of influencing others to understand and agree what needs to be done and how to do it and the process of facilitating individual and collective efforts to accomplish shared objectives (Core & Phil, 2011).

Strategic Planning: This is an organization's process of defining its strategy or direction and making decisions on allocation of resources to pursue the strategy (Mudassar & Hummayoun, 2014). ISO 9001 requires top management to ensure that planning of QMS is carried out (ISO 9001, Clause article 5.4.2).

Strategic HRM: This is a set of managerial activities and tasks on development and maintenance of qualified workforce (human capital). SHRM is considered to be the most critical component of strategic success for many organizations (Fottler, Khatri, & Savage 2010).

Certification: Certification means that an authorized certification body has closely audited the ISO 9001 QMS and found that it meets all the requirements of the ISO 9001 QMS standards (ISO 9001:2008).

ABSTRACT

The general objective of this research study was to examine the effects of strategic management practices on implementation of quality management systems for State Corporations in Kenya with specific objectives being to assess the effects of strategic organizational cultural practice, to evaluate the effects of strategic leadership practices, to find out the effects the effects of strategic planning practices and lastly to analyse the effects of strategic human resource practices on the implementation of quality management systems. The study adopted a cross-sectional survey design and questionnaires were distributed by drop and pick method. A sample size comprised of 97 managers was drawn using purposive sampling. The target population was 130 managers derived from 8 State Corporations in coastal Kenya. The primary data was collected using a questionnaire. The data was analyzed using Statistical Package for Social Science (SPSS) software version 24 where Pearson correlation coefficient was used to determine the strength of the relationship between the variables. Multiple regression model was used to determine the influence of all independent variables on the dependent variable implementation of quality management systems. The study findings indicated that there was moderate positive linear relationship existing between four independent variables namely: strategic organizational cultural practices, strategic leadership practices, strategic planning practices and strategic human resource management practices and the dependent variable the implementation of quality management systems for state corporations in Kenya. In this study all the null hypothesis were rejected and the alternative hypothesis were taken to hold, that there is relationship between all the four independent variables and the dependent variable implementation of quality management systems. The study concluded that different strategic management practices were significant to the implementation of quality management systems of state corporations. Further, the study recommended that managers should adopt use of all the strategic management practices.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The background of this study outlines the content on the implementation of quality management systems one of the standard from total quality management systems from global perspective, regional perspective and local perspective. The details are as presented as follows:

1.1.1 Global perspective

Organizations top management throughout the world are trying to obtain ISO 9001 quality management systems certification to demonstrate to their customers that they are capable of meeting their needs and expectations (Kheni and Ackon, 2015). The concept behind the history of quality movement can be traced in the 1950s when the Japanese companies began emphasizing quality throughout their organizations and enlisted the help of William Edwards Deming an American quality management Guru who strived for continuous improvement of organizations (Deming, 2003). Deming is accredited for giving Japanese companies a massive head start in the quality movement through methods of statistical process (SPC) and problem solving techniques that were very effective in gaining the necessary momentum for changing the mentality of organizations needing to produce high quality product and services (Garvin *et al.*, 1981). Gharakhani (2013) argues that implementation of TQM has been considered an important factor for enhancing organizational productivity and efficiency. Important elements for TQM implementation comprise of establishing a strong sense of vision, improving quality of workforce, concentrating on organization-driven values, developing commendable and achievable goals, and enhancing day-to-day and routine management. Gharakhani et al., (2013), asserts that total quality management is an organized and systematic quality improvement approach for organizational management

to improve its outcomes in terms of quality, customer satisfaction, production and profitability.

Wali and Boujelbene, (2011) study on cultural influences on TQM implementation in Tunisian firms revealed a positive relationship between a good organizational culture and implementation of TQM. The study found out that, organizations with a culture that is open to change and that embraces new ideas are more likely to succeed in introducing and implementing total quality management practices. Sony Company set out to respect their customer's viewpoints by remaining committed to deliver quality products and customer service that exceed their customers' expectations. To achieve this, Sony implemented continuous, decisive efforts in enhancing product quality and continuously improved its quality management system (Sony Company, 2012). The Coca-Cola Company in an effort to develop consistency and reliability in their products, they developed a new management system, Coca-Cola Operating Requirements (KORE) in place of the initial Coca-Cola Management System (TCCMS) in January 2010. The company created an integrated quality management program which was used in all operations of the organization to ensure they deliver quality to customers (Coca-Cola Company, 2012). The top management commitment is a key driver of quality management systems and values and establishing goals to meet and exceed client expectation and needs and enhance performance of the organisation (Jaafreh, 2013). Top Management plays a critical role in any key business decision. Further, the success of any critical decision made in an organization is highly dependent on top management support and commitment (Zakuan *et al.*, 2012).

Ghan, Kheni and Ackon (2015) in a study on TQM implementation observed that lack of effective top management leadership understanding, commitment and support resulted to resistance to change by management who laid emphasis on organization's short term objectives. This was attributed to low effort on mindset, too much documentation requirement and lack of training and education to drive the improvement process. Arshida and Agil (2012) points out top management commitment as an essential element for ensuring successful TQM implementation. The top management must be on the fore

front of the quality management process starting from the initial stages. Sadikoglu and Olcay (2014) study in Turkey on implementation TQM practices and performance of the organizations found that the overall TQM practices have been positively related to high productivity, competitive advantage, improved market share, quality performance, customer satisfaction which led to aggregate good financial performance of the firm. Kheni and Ackon (2015) conducted a study on the impact of Total Quality Management Practices in developing countries firms and found that TQM practices had a positive impact on the quality performance of the firms. According to Sadikoglu and Olcay (2014), firms that have implemented TQM practices first get to know their customers' requirements and expectation and then focus on producing goods and services that serve their customers making them have a competitive advantage over their competitors. Anderson (2009) noted that due to inadequate planning, lack of top management commitment and poor communication to employees mostly in food processing companies experience a declined performance in terms of low sales revenue.

Sadikoglu and Olcay (2014) study in Turkey on implementation of TQM practices and performance of the organizations found that the overall TQM practices have been positively related to high productivity, competitive advantage, improved market share, quality performance, customer satisfaction which led to aggregate good financial performance of the firm. Kheni and Ackon (2015) conducted a study on the impact of Total Quality Management Practices in developing countries firms and found that TQM practices had a positive impact on the quality performance of the firms. According to Sadikoglu and Olcay (2014), firms that have implemented TQM practices first get to know their customers' requirements and expectation and then focus on producing goods and services that serve their customers making them have a competitive advantage over their competitors. Firms need to fully understand how to access the quality of all incoming products and services, understand the quality requirements as well as being able to communicate these requirements to vendors so as to remain competitive. This is evidenced and supported by Crosby theory which was founded by Philip Crosby who was a contemporary leader in total quality management which emphasized that quality is

neither intangible nor immeasurable. It is a strategic imperative that can be quantified and put back to work to improve bottom line (Smith, 2014). He redefined quality to mean conformity to standards set by the industry or organization that must align with customer needs.

Among other standards used in the TQM field is ISO 9000 quality management which has been referred to as one of the most common set of standards from the International Organizations for Standardization (ISO). The ISO 9000 family addresses various aspects of quality management and contains some of ISO's best known standards. The standards provide guidelines and tools for companies and organizations who want to ensure that their products and services consistently meet customer's requirements, and that quality is consistently improved (ISO 9001:2015). The ISO 9000 series quality standards aims at reinforcing the activities within an institution and to governing quality management systems. The standards were established in 1987 in Geneva. Quality management systems came from the family customer needs and the other stakeholders, including meeting the statutory and regulatory requirements. To help put this into practice, QMS is focused on eight principles namely, customer focus a concept that organization need to understand the customers current and future requirements and expectations.

The second principle is leadership, the standard requires management to demonstrate leadership and commitment with the respect to the quality management systems. Management to ensure customer focus by ensuring that customer and applicable statutory and regulatory requirements are determined, understood and clearly met (ISO 9001:2015). Also ensuring risks and opportunities that can affect conformity of products and services and the ability to enhance customer satisfaction are determined and addressed. ISO 9000, states that organizations succeed when leaders establish and maintain the internal environment in which employees can become fully involved in achieving the organization's unified objectives. The third principle is involvement of people, as documented in the standard ISO 9001:2015, management to ensure customer satisfaction. The employees of the organization are internal customers hence need to be involved. Management would achieve this by retaining competent employees,

encouraging continuous enhancement of their knowledge and skills, empowering them, encouraging engagements and recognizing achievements.

The fourth principle is process approach which assumes that organizations enhance their performance when leaders manage and control their processes, inputs and outputs that tie the relevant processes together. As documented in the standard ISO 9001:2015 that the organization shall plan, implement and control the processes needed to meet the requirements for the provision of products and services and to implement the actions determined in the standard about planning. The fifth principle is system approach to management that states that organization sustains success when processes are managed as one clear management systems. While the sixth principle is focused on continuous improvement and assumes that organization will maintain current levels of the performance, respond to changing conditions, and identifying, creating and exploiting new opportunities when they establish and sustain an ongoing focus for improvement. This is a responsibility for leadership and commitment which states in the standard (ISO 9001: 2015) that the top management shall demonstrate promoting improvement in all organization processes. The seventh principle is factual approach to decision making that states that organizations succeed when they have established an evidence based decision making process that entails gathering objectively information and objectively analyzing it while considering the consequences. Evidence based approach is one of the principles of internal auditing of QMS that is normally carried out to provide information on whether the QMS systems conforms to the organization own requirements for its QMS and whether the requirement of the international standard is effectively implemented and maintained (ISO 9001:2015). Auditing is documented in the quality management standard. The last principle is mutually beneficially supplier relationship on understanding that organization and its context and the requirement for the organization to understand the needs and expectations of the interested parties as documented in the standard (ISO 9001:2015).

Quality management systems is a set of policies, processes and procedures required for planning and execution of business activities which entails production, development and

service in the core business areas of an organization (ISO: 9000store.com). QMS is focused on the areas which can impact on the organization ability to meet customer requirements. ISO 9001 is an example of a Quality Management Systems. QMS came from the family of ISO 9000 which is a standard designed to aid organization ensure they meet the needs of customer and the other stakeholders, including meeting the statutory and regulatory requirements. Total Quality Management is a 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” (Jamaa, 2010). The aim of total quality management is to utilize resources effectively, to accomplish success, and to ensure financial stability. This is supported by continuous improvement or Kaizen theory which is a policy or strategy of implementing small incremental changes in an attempt to achieve better quality and greater efficiency. These changes are often suggested by employees and arise due to a corporate culture that encourages employees to identify and suggest improvement which adds up to major benefits.

1.1.2 Regional Perspective

In Africa, various studies have contributed to knowledge management on strategic management practices and implementation of quality management systems. Mirawati *et al.* (2015) in a study of supplier contractor partnership impact on construction performance, defined the supplier relationship as the cooperation and collaboration of the supplier with organizations and other persons that provide required supplies to the organization. According to Shinde and Pimplikar (2015) suppliers have a large and direct impact on the cost, quality, and time aspects of the firm. Hence, many competitive firms constantly enhance their quality standards by establishing partnership relationship with their suppliers because if the company does not consider the quality, the customer will be dissatisfied. The outcome will be lost customers and opportunities. It is therefore important to pay serious attention to customers’ needs to be a quality priority by having collaborative linkages and partnership with reliable suppliers. Suganthi *et al.* (2017) study also found that supplier related factors had an effect on TQM implementation in

the construction industry. The contractor-client relationship has been shown to influence TQM practice to meeting and exceeding the demands of the clients as a measure of quality. Ke *et al.* (2013) found that higher quality of relationships during project implementation stage always leads to significantly good project quality and client satisfaction with the project.

Majumdar (2016) agrees that collaborative relation with the suppliers are required for quality management through TQM, which results in a good control over the qualities of the supplies as well as first products and services. Mirawati *et al.* (2015) observes that there is an agreement among scholars that firm-supplier relationships can affect TQM implementation in firms and affect their long term performance as TQM organisation fosters a long term association with suppliers which is based on mutual respect and trust. Successful enterprises understand the dominant influence customer-defined quality can have on business and the need foster to long term relationship or partnership with suppliers as quality management is one of the most important factors in every organization. Improvement in quality decreases wastes reduces costs, and raises productivity hence companies that have good quality can improve their market share and profitability. This is supported by the Six Sigma referred to as Joseph Juran's theory whose overall goal was to measure and eliminate waste by attempting to achieve near perfect results (Biolos, 2002). The theory is based on statistical work which was propagated for by Joseph Juran.

Seng and Ooi (2014) conducted a study on barriers to TQM implementation in Malaysia. The study found that most organisations are suffering from lack of skilled staff in the process of TQM implementation and concluded that unskilled staff is a significant barrier in the implementation process. In a study conducted on ISO 9001 certified Malaysian service organisation, results recommended that employee training should be conducted on a continuous basis to improve people's understanding of the ISO 9001. The organization should also determine and manage the work environment needed to achieve conformity to product requirements (ISO 9000 2008). In this way, the organization should develop and maintain good housekeeping. Staff needs to have the

requisite knowledge on how to perform their job efficiently and effectively (Seng & Ooi, 2014). Hadi and Adavi (2016) conducted a study in Iraq on the barriers in implementing TQM on organizations. The research revealed that most organisations were experiencing lack of skilful workers in the process of TQM implementation leading to poor organization performance. Mehmood et al. (2014) observed that the performance is the output or the results of company's work, and getting everything, which are related to organizational plans and goals. Nkechi (2010) in a study on quality improvement in a global competitive market place in Nigeria found out that global competition has increased during the past few decades and hence the quality of goods is determined by customers and organizations must know that this is the only factor that can create competition. Gaining competition has become a matter of knowing customers' needs and wants and therefore customers have become starting point rather than the end point in any successful business. In order for organizations to survive, there is need to create new management based on total quality management

1.1.3 Local Perspective

Oruma *et al.* (2014) research focused on top leadership commitment on TQM practice among contractors in Nakuru County and confirmed that the commitment of top leadership has a significant influence on TQM practice in the construction industry. Although all ISO standards are voluntary, the 9001 standard has become a market requirement for the organization to remain competitive as they provide a vehicle for management to consolidate and communicate concepts in the field of quality management. The ISO 9000 family of international quality management standards and guidelines has earned a global reputation as a basis for establishing effective and efficient quality management systems. The success of quality management systems and their adoption relies more on executive commitment, open organization and employee empowerment (Wanjau, 2012). Patrick (2011) in his study on quality management systems found out that as a result of good leadership and top management commitment in Egypt and South Africa, most food processing companies have embraced effective quality management systems such as ISO 9001:2008 and this has enabled them to

achieve a competitive advantage in the global market hence leading to increased organization performance. According to 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 and spearheaded by top management. Good top leadership facilitate effective TQM implementation resulting to improved overall organizational performance such as improved employees participation, better communication and better quality goods and services and improved competitive advantage in the market (Wani & Mehraj, 2014).

However, Kosgei (2014) observed that lack of commitment by top management, inadequate training of staff and ineffective communication has been the major bottlenecks in implementing effective and efficient quality management systems in Kenya. Karani and Okibo (2012) observed that total quality management as a management approach of an organization should be concentrated on quality in which all its workforce are involved to ensure organizational development and achieve long-term success. This aim could be possible through customer satisfaction. In addition to customer satisfaction, it is imperative to benefit the society and all the employees of an organization.

Deming cycle theory emphasized that top management within the organization put efforts to effectively drive organizations to effective implementation of total quality practices to achieve long term goals and remain competitive (Deming, 1993). Mobegi and Ondigi (2011) in Gucha district revealed that there was insufficient planning in preparation of TQM implementation processes. Inadequate planning which neglects employees' role has resulted to resistance and insubordination of the workforce which is a great threat to the accomplishment of effective TQM implementation processes. Good planning facilitates the application of international standards which benefits and supports sustainable development. However, Atieno and Simatwa (2012) in their study revealed that resistance and insubordination of workforce is one of the big challenges in TQM implementation especially in developing countries. TQM implementation gives confidence and facilitates access to world marketers, and its popularity continues today.

Total quality management system if well planned and implemented enhances the 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 as the nature of the current market is characterized by ever stiffening competition and ever changing customer expectations and demand. To remain competitive, organization must come up with unique competitive strategies and produce goods and services that continuously meet and exceed these demand and expectations (Kasongo and Moono 2010). This calls for continuous quality improvement through participation of all stakeholders. Total quality management implementation processes should be aimed at continuously improving the competitiveness, effectiveness and flexibility of the entire organization through total involvement of everyone in the organization led by the management during implementation process. Matata and Wafula (2015) argued that for organizations to be successful, total quality management practices ought to be an integral part of any organization's strategic management as quality management systems improves organization's performance through quality service delivery and production enhancing organization competitive edge over its competitors.

Strategy refers to an integrated and coordinated set of commitments and actions designed to exploit core competencies and gain a competitive advantage (Hitt, Ireland & Hiskisson, 2012). Strategic management is a top management activity, which deals with the decisions on the purpose of the organization regarding mission, vision, philosophies, objectives, strategies and well-designed policies. It encompasses the deployment of long term plans for efficient management of environmental opportunities and threats in line with the organizational strengths and weaknesses (Sababu, 2007, Markiewicz, 2011). Strategic management led to business continuous success, growth and competitive advantage brought by implementing the predetermine plans efficiently and effectively. Globally, strategic management has been considered as the most important practice which distinguishes organizations from each other's. Strategic management is key process to achieve organizational vision, strategy and objectives. All organizations whatever they are, whatever they do, they should perform strategic management

practices to ensure that they fit within the environment (Sharabati & Fuqaha, 2014). Palladan & Adamu (2018), in a study on an over view of strategic management practices, concluded that in a strategic management process of an organization, issues like leadership and human resources management are the main focus strategic management practices. The author concluded that strategic management support the organization to get an edge over their business rivals in the market.

Strategic management involves strategic planning. Strategic planning are efforts by organizations to produce fundamental decisions and actions that shape and guide what an organization is vision and mission (Bryson, 2004). Strategic planning has grown over the past decades at all levels of the government and agencies as they have recognized the need to respond to emerging issues, and adjust to changing circumstances and move into the future in order to ensure continued viability and fit within a changing environment (Streib, 2005). Further, strategic planning in the public organizations incorporates identification and clarification of missions and mandates, identifying core values, developing a vision of the future, assessing internal strengths and weaknesses, conducting an environmental scan and situational analysis of how the agency relates to its environment among other strategic issues (Adeleke, 2008). Based on the quality management models, quality is a strategic factor that works through virtuous cycle to enhance a company's sustainable competitiveness, hence leading to superior institutional growth (Van der Wiele, 2001). Quality management in state corporations is viewed in this study, organizations ability to create quality in its core business or mandates in order to achieve the goals. To ensure long term survival and success in the business, every organization should implement quality initiatives in conjunction with various management models (Toombs et al., (2009). Judgement of quality as postulated by Beckett and Brookes (2008), requires organizations meetings certain standards. State corporations in Kenya have been putting efforts to adopt the quality management initiatives in order to ensure they meet the needs of customer and the other stakeholders, including meeting the statutory and regulatory requirements.

1.2 Statement of the Problem

The aim of every organization is to achieve and maintain a sustainable competitive edge as the issue of quality has become of great importance in both global and local perspectives (Sadikoglu and Olcay, 2014). This is evidenced by the ever growing concerns and demands from various players in the market advocating for production of products and services that are able to effectively compete in the market. Organizations are able to achieve this if they endeavour to engage on strategic operations and invest on good strategic management practices. Karani and Okibo (2012) argued that the nature of the current market is characterized by ever stiffening competition fuelled by ever changing customer expectations which demands organization to come up with unique competitive strategies and produce goods and services that continuously meet and exceed these demand and expectations.

Shreya's *et al.* (2015) stated that the main intention of TQM implementation is to establish a performance measurement framework for assessing and analysing the performances and processes to improve quality and the satisfaction of the organizations products to effectively meet the demand of the ever-changing markets. According to Majumdar (2016) collaborative relations and linkages with all the stakeholders is required for quality management through TQM, which results in a good control over the qualities of goods and services offered to the markets. Sadikoglu and Olcay (2014) study in Turkey on TQM practices performance and barriers to TQM practice revealed that the overall TQM practices have been positively related to productivity, competitive advantage, retention of market share and customer satisfaction. However, a number of studies carried out in this area gives contradicting results.

Hadi and Adavi (2016) conducted a study in Iraq on the barriers in implementing TQM in organization, research findings revealed that most organizations were experiencing lack of skilful workers in the process of TQM implementation. However, Kheni and Ackon (2015) identified lack of top management understanding and commitment as barriers to TQM implementation. Arshida and Agil (2012) identified government

regulations, slow systems and bureaucracy as the main barriers to TQM implementation and practices. Other studies which focused on barriers in implementing TQM include: (Kazemi, 2016; Karaman & Kale, 2012; Mirawati, Othman & Risyawati, 2015) poor organization supplier relationship: (Muma, Nyaoga, Matwere & Nyambega, 2014) poor communication which ignores employee's participation while Arshida and Agil (2012) in Ghana's industries found weak organizational planning and lack of critical resources for quality management in the organization.

Despite great efforts and huge resources invested in implementation of quality management systems in the state corporations, they have not fully realized the benefits of successful implementation of QMS. Muturi, Maranga and Getecha (2013) pointed out that the level of quality management practices implementations among Kenyan's small and medium manufacturing industries have been far below expectations though they have undoubtedly provided some indications on the extent of achievements. Kinuthia and Owuor (2013) in selected hospitals in Nairobi Kenya revealed that total quality management practices were hampered by lack employee's involvement and culture change which required top management intervention. This is supported by Namusonge, Kabare and Mutua (2012) who noted that most organizations in Kenya have been experiencing turbulent times with regard to the organizational practices in the last two decades resulting to generally low profits across the economy. Kwasira, Wambugu and Wanyoike (2016) research revealed that due to inadequate total quality management practices the completion rate among government sponsored projects were approximated to be 35.6% which were below the expected results. For the Government of Kenya to achieve economic growth as envisioned in Vision 2030 (Institute of Economic Affairs, 2015), there is need for the country to respond to local and global market demands. The state Corporations are key players in the economic growth and development of the country and hence need for good service delivery. Kenyan's state corporations, just like many other regional countries public institutions, faces several challenges which affect the improvement of its goods and service delivery. It was on the background of the above worrying trend and the need to respond to local and global

demands whereby state corporations are not spared, that this study sought to examine the effects of strategic management practices on implementation of quality management systems for state corporations to meet customer's needs, enhance competitiveness, comply with regulatory requirements and improve effectiveness and efficiency on continuous basis.

1.3 Objectives of the Study

The study was guided by both general and specific objectives.

1.3.1 General Objective of the Study

The general objective of this study was to examine the effects of strategic management practices on implementation of quality management systems for state corporations in Kenya.

1.3.2 Specific Objectives

1. To assess the effect of strategic organizational cultural practice on implementation of quality management systems in State Corporations.
2. To evaluate the effect of strategic leadership practice on implementation of quality management systems in State Corporations.
3. To find out the effect of strategic planning practice on implementation of quality management systems in State Corporations.
4. To analyse the effect of strategic human resource management practice on implementation of quality management systems in State Corporations.

1.4 Research Hypotheses

The following hypotheses guided the study:

Hypothesis 1

H₀₁: Strategic organizational cultural practice has no significant effect on implementation of quality management systems in State Corporations.

H_{a1}: Strategic culture practice has a significant effect on implementation of quality management systems in State Corporations.

Hypothesis 2

H₀₂: Strategic leadership practice has no significant effect on implementation of quality management systems in State Corporations.

H_{a2}: Strategic leadership practice has significant effect on implementation of quality management systems in State Corporations.

Hypothesis 3

H₀₃: Strategic planning practice has no significant effect on implementation of quality management systems in State corporations.

H_{a3}: Strategic planning practice has significant effect implementation of quality management systems in State corporations.

Hypothesis 4

H₀₄: Strategic human resource management practice has no significant effect on implementation of quality management systems in State Corporations.

H_{a4}: Strategic human resource management practice has a significant effect on implementation of quality management systems in State Corporations.

1.5 Scope of the Study

The study aimed at examining the effect of strategic management practices on implementation of quality management systems for state corporations in Kenya.

However, the scope of the study was limited to the 8 state corporations which have their base or headquarters in coastal Kenya and have been implementing QMS (ISO 9001:2008 or ISO 9001:2015). The researcher considered factors of accessibility, cost and convenience for the study. The Corporations included Kenya Ferry Services, Kenya Ports Authority, Technical University of Mombasa, Coast Development Authority, Kenya Coast National Polytechnic, Kenya Maritime Authority, Kenya Marine and Fisheries Research Institute, and Kenya Safari Lodges and Hotels Limited. The study focussed on the conceptualized issues on effect of strategic management practices on implementation of quality management systems.

1.6 Justification of the Study

This study was important because it identified the strategic management practices of implementation of quality management systems for state corporations, in the sense that having quality management systems is critical in transforming any organization to achieve competitiveness. To a number of players who include chief executive officers and managers of state corporations, the study would help them to have a better understanding of the strategic management practices this study has statistically confirmed they affect the implementation of quality management systems. To the Government, the findings can be used to guide in strategic decision making on the implementation of quality management systems and to others who intending to achieve certification in the future. To the policy makers, the study would guide on best way to develop best strategies and adopt to best strategic management practices that would help organizations remain competitive. Lastly, to the future researchers, it would serve as a point of reference and guide to further studies on related field.

1.8 Limitation of the Study

The study was carried out in eight state corporations. The first limitation was the attitude of the respondents to fill the questionnaires in fear of reprimand that they will be accused of leaking institutional information out. However, to remedy this, the researcher

assured them that the information given for the purpose of the study will be treated confidentially. Respondent were also informed that the researcher had officially communicated to the top management of various corporation regarding the confidentiality of the information availed. Secondly, the study was constraints in data collection in terms of time due to the busy schedules of the managers while implementing activities. To remedy this, the researcher made various appointments on phone and emails explaining to the respondents that they could fill the questionnaire online. The study was also constrained by delay of the questionnaires from the respondents whereby some respondents misplaced copies delivered. However, on follow-up, the researcher noted and provided extra questionnaires.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, the researcher highlighted the literature review on the effects of strategic management practices on implementation of quality management systems. The literature review has been discussed under sub-topics: theoretical framework highlighting both the theories for quality management systems and strategic management, conceptual framework, review of literature on study variables, empirical review, critique of the existing literature, research gaps and summary.

2.2 Theoretical Framework

There are various theories that have been done on the relationship between the strategic management practices and implementation of quality management systems. The theories have described the importance of strategic management to various users including the state corporations, other Government agencies, private companies, manufacturing companies and so forth. There is notable proof that both the quality management systems theories and strategic management theories could be beneficial to the state corporations. Lester (2005) defines theoretical framework as the blue print for the entire dissertation inquiry. The author asserts that theoretical framework serves as the guide on which to build and support the study and also provides structure to define how the researcher will philosophically, epistemologically, methodologically and analytically approach the dissertation as a whole. The theories that guided this study include: Continuous improvement (KAIZEN), Deming cycle theory, six sigma, Crosby, stakeholders theory, human resource based theory and strategic management process theory.

2.2.1 Continuous Improvement or KAIZEN Theory

The theory is based on the principle that processes are improved, mastered, and then further improvement is identified (Deming, 2003). Kaizen is a policy or strategy of implementing small, incremental changes in an attempt to achieve better quality and greater efficiency. The theory purports that changes are often suggested by employees and arise due to a corporate culture that encourages employees to identify and suggest improvements. In quality management systems, the theory assumes that the continual small improvements (Kaizen) add up to major benefits. This implies that they result to faster delivery, lower costs and greater customer satisfaction. For example, the Toyota systems terminology according to Georgetown Plant website November 2003, Kaizen or continuous improvement is the hallmark of the Toyota Production system. The primary objectives of the theory are to identify and eliminate waste in all areas, including the production process. Kaizen also strive to ensure quality and safety. Its key elements emphasis on making a task simpler and easier to perform, re-engineering processes to accommodate the physical demands on team members, increasing the speed and efficiency of the work process, maintaining a safe work environment and constantly improving the product quality.

The theory of Kaizen management originated from the Japanese best management practices and is committed to the improvement of productivity, efficiency, quality and, in general, of business excellence. The KAIZEN methods are globally accredited as systems of continuous improvement, through small steps, of the economical results of companies. The small improvements applied to key processes will create the major growth of the company's profit, while establishing a secure way to obtain the customers' loyalty. The KAIZEN management represents a solid, strategic tool, with a view to reach and exceed the company's objectives (Titu, Oprean & Grecu, 2010). Kaizen can be used through individuals or by using groups of employees or quality circles. The purpose of these groups is to identify potential improvements to production and quality. Businesses consider this to be a cost effective method as all employees of a business support its aims. In a case study on implementation of KAIZEN standards, (Manjunath

Shettar *et al.*, 2015) concluded that little change that are done consistently over a period of time while applying Kaizen standards in a working environment, enhancement is noted immediately and in the long run there is improvement. Pramod and Vineet (2013) did a study on KAIZEN activities in small scale organizations in Jaipur and found out that through the implementation of KAIZEN activities, organizations were able to save 50-60% time and cost reduction. Rampersad (2010) asserts that sustained success cannot be recorded without constant improvements but through continual quality improvement. Whatever an enterprise does internally and externally needs to be improved systematically and continuously. Improvements include product and service production processes, marketing, service, technology, training and development of people using information (Maciariello, 2012).

The theory was relevant to the study because it supports implementation of quality management systems on continuous improvement of processes, goods and services. The ISO standard requires organizations to determine and select opportunities for improvement and implementing any necessary actions to meet customer requirements and enhance customer satisfaction.

2.2.2 The Deming Cycle theory

The Deming Cycle theory was pioneered by Dr. William Edwards Deming. The theory purports to be based on a system of profound knowledge consisting of four components namely understanding of the system concept, knowledge of variation, theory of knowledge and understanding of human psychology. This is evident that he emphasized that top management or leaders must be able to pursue those traits to drive the organization to a desired future. Deming took an expansive, open system view of organizations. In addition to seeing the organization as a purposeful, interactive, interdependent set of components, he included both supply and distribution chains as well as customers in his sense of system. According to Parast *et al.* (2011), Deming first envisioned quality management as an organization wide activity rather than a technical task for inspectors or a special quality assurance group. The leadership concept in

Deming is evidence as he identified quality as a management responsibility and observed that managers must create the systems and processes that generate quality. Deming theory of knowledge is pragmatic in that it avoids absolutes and allows for change. It can be characterised as projecting empiricism (Bowen, 2013). The concept of planning was also introduced by Deming where he believed that improvement should be planned, completed, measured, and then further improvement acted upon. This system of knowledge is operationalized through the Stewart Cycle which included planning in terms of time, resources, activities, dates and personnel training using the results of the past (Deming, 1993). The Second phase of the cycle which include do-perform the experiment or study designed in the plan phase included implementing the plan and collecting data. ISO 9001 requires having established the system, it has to be used to see that it works in the way it was intended. Since ISO 9001 certification is designed to every type of organization, firms should work on aspects that are relevant to them. Thirdly, study-evaluate carefully the result obtained from the plan. The results of QMS should be reviewed at appropriate intervals. The intervals will be short when the system is new but can be longer once the QMS becomes mature. Finally need to act if positive results are obtained, implement and use as the basis for continuing study and development using the PDSA cycle (Garvin *et al.*, 1981).

Alghamdi (2016) highlighted that total Quality Management is a concept, which was created by Deming an American statistician who worked with the aim to formulate the strategies that would eliminate waste and variability from industrial operations. He became the first person to develop what is known today as the quality management philosophy by trying to improve Shewart's techniques referred to as Statistical Process Control (SPC). The Statistical Process Control is the theoretical foundations of total quality management. The theory emphasize the need to be aware of the different types of knowledge associated with an organization then quality can be introduced as a topic. The theory purports that quality involves correction of processes using knowledge. Among the fourteen points of Deming's theory of total quality management, strategic leadership is evidenced by the idea of implementing cutting edge methods for leadership

and abolish fear from the company. Goleman (2010) argues that strategic leaders are able to build trusting relationships to move people in a desired direction while empowering skilled individuals to interpret the environment and make decisions. Leaders should maintain internal environment where people can get completely involved by establishing trust and eliminating fear (Ancona, 2008).

In support for strategic human resource management practices, Deming advocates for cutting-edge methods on the job training, supporting pride of craftsmanship and training and educating everyone in organization. Geotsch and Davis (2010), claim that education and training are fundamental to total quality because they represent the best way to improve people on continual basis. It is through education and training that people who knew how to work hard, learn how to also work smart, create loyalty of purpose, adopt the new philosophy, stop dependencies on mass inspections, don't award business based on the price, aim for continuous production and service improvement, review department barriers, get rid of quantity based work goals, get rid of quotas and standards.

The theory was relevant to the study in the sense that it supports the process of strategic planning as it emphasizes on enhancing desirable effects, prevent or reduce undesirable effects and achieve improvements in quality management standard (ISO 9001:2015). Therefore, state corporations would benefit by achieving better implementation of quality management systems as well as ensuring better controls, monitoring and evaluation of projects.

2.2.3 Six Sigma theory

The Six Sigma referred to as Joseph Juran's theory was developed at Motorola in the 1980s as a method to measure and improve high volume production processes. Its overall goal was to measure and eliminate waste by trying to achieve near perfect results (Biolos, 2002). The theory is based on statistical work which was propagated for by Juran. It is statistical measure of quality equating to 3.4 defects per million items. Juran

(2009) highlighted ten steps to quality improvement. The steps included an awareness of the opportunities, and needs for improvement must be created, improvement goals must be determined. Juran theory supported good strategic management practice. It is evidence that he emphasized strategic planning process in the sense that he believed that organization is required to reach the goals and that training needs should be provided, initialize projects, monitor progress, recognize performance, report on results and track achievements. Juran (2009) believes that six sigma is an oriented approach to process improvement that uses variety of good management planning tools such as statistical process control (SPC), total quality management (TQM) and design of experiments (DOE). It can also be coordinated with other major initiatives and systems such as new product development, materials requirement planning (MRP) and just-in-time (JIT) inventory control. The theory initially was thought to be a system that could be used only in manufacturing operations, but more recently it was proven to be successful in non-manufacturing process as well such as accounts payable, billing, marketing and information systems. The theory is flexible enough to suit any process according to Juran, based on lessons learned lines that have proved to be relevant to other processes as well.

Juran's laid emphasis that if defects can be measured, a process can be put into place to eliminate them. Juran underlined the necessity for management at all levels to be committed to the quality effort with hands-on involvement. He recommended project improvements based on return on investment to achieve break through results (Dale *et al.*, 2008). In terms of strategic planning practices, Juran emphasized that quality trilogy is made up of quality planning, quality improvement, and quality control. Juran argued that if a quality improvement project is to be successful, then all quality improvement actions must be carefully planned out and controlled.

The theory was relevant in the sense that it supports top management (leadership) in organization and emphasizes the need for prudent utilization of resources. This is supported by the quality management standard ISO 9001:2015, for effective implementation of quality management systems.

2.2.4 The Crosby's Theory

This theory was founded by Philip Crosby who was a contemporary leader in total quality management. He advocated for zero defects which means there are no wastes or unproductive processes, tools employees and so on. He argued that anything that does not add value to a project should be eliminated to create improvement and lower costs. in projects (Crosby, 1979). Crosby emphasized on doing things right first to avoid timely consuming fives later. Crosby emphasized that quality is neither intangible nor immeasurable. It is a strategic imperative that can be quantified and put back to work to improve bottom line (Smith, 2014). He made ideologies of TQM easier to a layman view by breaking down issues to an understandable way that organizations could adopt. He redefined quality to mean conformity to standards set by the industry or organization that must align with customer needs. Customer satisfaction is one of the measurable actions for implementation of quality management systems. A study on total quality management practices supported Crosby's sentiments on customer needs (Sadikoglu & Olcay, 2014). The study further observed that companies that have implemented TQM practices first need to know their customers' requirements and expectation to enable them focus on producing goods and services that serve their customer's needs. Keller and Pyzdek (2013) observed that planning on quality help develop the products and processes required to meet customers' needs. Crosby contributed to management theory and quality management theory practices.

Alghamdi (2016) conducted a study towards better understanding of total quality management and the findings showed that human resources barriers poor training of staff, lack of encouragement and morale to staff, lack of recognition and appreciation of staff's success impacted negatively to successful implementation of total quality management.

Like Deming and Juran, Crosby stated that effective quality management to be practical and achievable, must start at the top. This is an indication of the responsibility of the leadership roles to drive or manage well quality management activities for

organizational effectiveness. In Quality strategy, Crosby based his ideas on participatory management and training/professional attitude of employees with an aim of targeting zero defects which is an important strategic management practice that would help an organization to effectively achieve its goals. Regarding the Costs of quality, Crosby claimed that if improved quality total costs would eventually fall, which led to his most famous claim that quality is free (Paraschivescu, 2013).

The theory was relevant to the study as it supports the implementation of quality management systems. The view of the theory advocating zero defects is a good performance measure that organizations could try to ensure they are able to prevent defects that could cause processes stall or affect the delivery of product and services. This would help state corporations achieve effective implementation of quality management systems thus enhancing service delivery, customer satisfaction and compliance with regulations.

2.2.5 Theories of Strategic Management

2.2.5.1 The Stakeholders theory.

The stakeholder's theory was developed by Phillipps and Freeman (2010) who were the authors of the Handbook of Strategic Management: Stakeholders approach is a theory of management that concerns with matters related to morals and ethics in a running a business. It emphasizes the interconnections between business and all those who have a stake in it including customers, employees, suppliers, investors and the community. The business to serve the needs of the stakeholders and not just the shareholders (Ian, 1993). The theory is viewed as an alternative way of understanding how companies and people create value and trade with each other. It promotes a practical, efficient, effective, and ethical way to manage organization in a highly complex and turbulent environment

(Harrison & Wicks, 2013). The theory is effective because it harnesses the energy of stakeholders towards the fulfilment of the organization goals. Freeman and Wicks asserts that the theory is based on six principles namely: the principle of entry and exit meaning that organizations must have clear rules and delineate. These are transparent rules that bind employees in terms of hiring and terminating their employment. Second principle is the principle of governance which is focussed towards how the rules governing relationship between the stakeholders and the firm can be amended with unanimous consent in case of any changes. The third principle is the externalities, which is concerned with how the group that does not benefit from the actions of the corporation has to suffer certain difficulties because of the actions of the corporation. The fourth principle is contract costs which state that each party to a contract should either bear equal amounts when it comes to costs, or the costs they bear should be proportional to the advantage they have in the firm. The fifth principle is agency which states that the manager of the firm is an agent of the firm and therefore has responsibilities to the stakeholders as well as the shareholders. Lastly, the principle of limited immortality which deals with longevity of a firm to ensure the success of the organization and its alike. It assumes that the firm must remain in existence for a length of time and it should be managed in a way that ensures its survival (Freeman & Wicks, 2007). All management decisions contain an ethical component, and the ethical arguments in defence of managing for stakeholders are as important to the theory as are the practical considerations. The application of stakeholder's theory in strategic management is practical and useful because it is associated with strategy. Strategy consists in making choices and taking decisions involving an organization while being aware of the interactions between the corporations, its environment or its existing or potential resources.

Bosse and Philips (2010) argue that a firm that manages for the stakeholders allocates more resources to satisfying the need and demands of the legitimate stakeholders than what is necessary to simply retain their willful participation in the productive activities of the firm. The author asserts that other business disciplines tend to focus on one or a

subset of stakeholders groups that is human resource theory which focuses on employees, marketing theory which focusses on customers and financial theory which focusses on shareholders and financiers and many others. Studies have claimed that how firm treats its customers influence the attitudes and behavior of the firm's employees and how the firm behaves towards the communities. The theory proposes that treating all stakeholders well creates sort of synergies in the organization (Freeman et al., 2010, Tantalo & Priem, 2014). Stakeholders theory has become more of a worldwide phenomenon and one wonders to what extent the institutional and regulatory framework of various countries support or compel companies to pursue more balanced objectives that include a variety of stakeholders (Jamali & Neville, 2011). The authors suggested that such a research can help inform governments and their regulators, Non-Governmental Organizations (NGO's), lobbyists, reporting agencies and other types of institutions regarding the interest of various types of legal and political structures.

The theory was relevant to the study in the sense that there is need for leadership to ensure mutual benefit between the stakeholders and management of the organizations. By doing so, it enhances better decisions, involvement of all stakeholders in decision making, less complains from the customers, reduction of wastages as a result of good morals, all this results in effective implementation of quality management systems. Top management should ensure involvement of all stakeholders in organizational activities.

2.2.5.2 Human Resource Based Theory

Today, human resource management has become more important to strategic management because of its role in providing competitive advantage and the rush to competitiveness. According to Wright, Dunford and Snell (2010), Hr practice could not form the basis for sustainable competitiveness advantage (Wright et al., 2001) have explained human capital to mean skilful employees. Strategic human resource management is becoming even more popular and its roots can be traced back to the mid 50s where several scholars devoted to explore the link between business strategy and human resource (Wright et al., 2001). The human resource based theory is focuses on

the principle that the sources of the firm competitive advantage lies in its skills and efficiency workforce that is not copied by the competitor (Ologbo et. al., 2012). Human resource approach lay much emphasize on the need to management organizational workforce by understanding their needs and contrasts at work environment thereby enforcing and delivering improved strategies to motivate, reward, compensate, manage, engage, train and retain organizational employees to drive strategic and competitive advantage (Amstrong, 2006, Arkinson, 1981, Pfeffer, 1994). Resources which include brand names, employment of skilled personnel, machinery and so forth are bundles of tangible and intangible assets which includes firms management skills, organizational processes and routines and knowledge and information. Resources are important to the organizations since they are valuable, rare costly to imitate and non-substitutable resources can be a source of sustained competitive advantage to the extent that there are no strategically equivalent resources (Armstrong et, al., 2007). The resource based view theory view firm as a mixture of theories and this is a strategic management theory that seeks to identify the resources that may provide firm with a sustainable competitive advantage (Maijoor & Witteloostuijn, 1996). A study on Strategic Human Resource Management and Theoretical concluded that considering all the other relevant theories for strategic human resource management, a resource based view was the highly relevant theories while other theories do facilitating and supporting (Sajeevanie, 2015).

The theory was relevant as it supports the objective on strategic human resources management practice. Hence, the organization to understand the importance of enhancing the skills of the employees on a continual basis as supported by Ologbo et. al., (2012), that the sources of the firm competitive advantage lies in its skills and efficiency workforce that is not copied by the competitor. By doing so the state corporations will achieve better implementation of quality management systems through adoption of best strategies and policies.

2.2.5.3 Strategic Management Process Framework

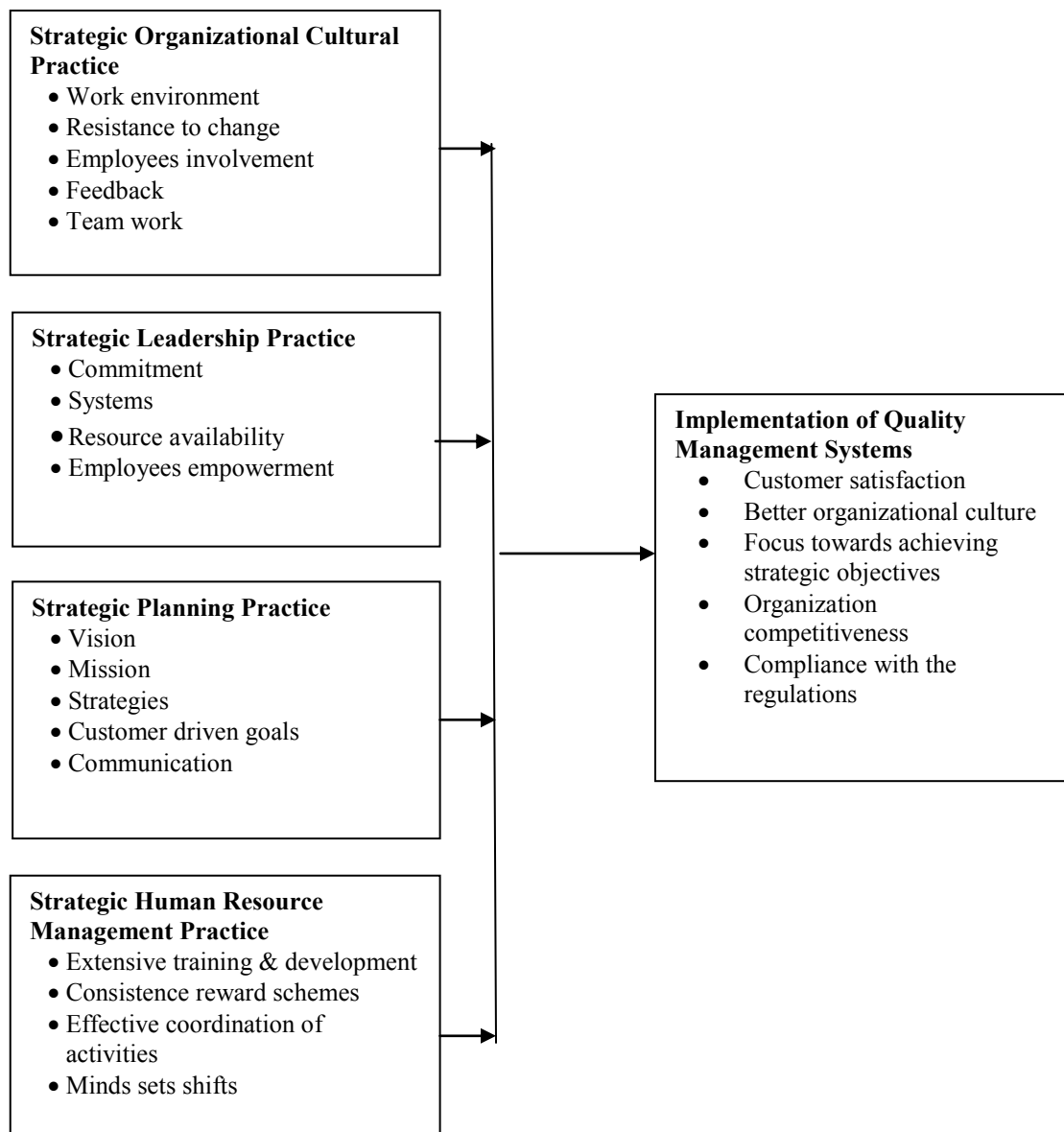
The concept promotes a systematic approach to strategy formulation that is rooted in the mission or purpose of the organization and tests the implementation choices and actions of the firm against the mission. The mission forms the direct basis for the specific targets the firm will select and attempt to achieve. It also defines the nature, form and extent of evaluation of the firm and its environment as well as the nature of Corporate and business level decisions it makes. Finally, the mission defines the conditions by which the firm will determine the success of its actions (Barney & Hesterly, 2010). The strategic management view has been identified in several studies as a critical tool which organization use to gain competitive advantage over their competitors (Raduan, et, al., 2009; Sheldrake, 2003). Strategic management is a process and approach that involves the combination of strategy formulation, implementation and evaluation of specifying a firm's objectives, developing its policies and plans to achieve and attain those objectives, and allocating resources so as to implement the set policies and plans. Strategic management has been redefined to include to include an understanding of cognitive, social, cultural and economic features (Steinthorsson, 2002). The concept evolved from planning and adaptation to embrace a greater emphasize on the organizational resources and other components. Strategic management also include human based perspective on the strategic capacity of the organization and self improvement. Raduan et, al., (2009) argued that organizations that strive to sustain its competitive advantage, should constantly reposition its unique human resources and other resources to gain improved performance.

The strategic management process framework was relevant to this study as it discusses the concepts of strategic management as a process and approach of strategy formulation, implementation and evaluation of specifying a firm's objectives, developing its policies and plans to achieve and attain those objectives, and allocating resources so as to implement the set policies and plans. The view that organizations that strive to sustain its competitive advantage, should constantly reposition its unique human resources and other resources to gain improved performance. This is in line with the study objective on

effect of human resource management practice that supports empowerment of the employees through education and training for effective implementation of quality management systems.

2.3 Conceptual Framework

A conceptual framework shows the relationship between the independent and dependent variables. Imenda (2014) argued that a conceptual framework is an end result of bringing together a number of related concepts to explain a given event and also give a wide understanding of the research problem. The conceptual framework for this study has independent variables which include strategic organizational cultural practice, strategic leadership practice, strategic quality planning practice and strategic human resource management practice. Implementation of quality management systems is the dependent variable. These variables have been established on the literature review and the aim of this study. A conceptualization of the relationship between independent variables and dependent variables is shown in Figure 2.1.



Independent variables

Dependent variable

Figure 2.1: Conceptual Framework

2.4 Review of Literature on Study Variables

Several past studies have investigated on strategic management practices. Sasaka et, al., (2016) investigated the effects of strategic management practices on the performance of corporate social responsibility of state parastatals in Kenya and used variables including strategic competitive practice, strategic corporate governance practice, strategic planning practice and strategic total quality management practice. Uzel et. al., (2014) examine the effect of strategic management drivers on the performance of the hotel industry in Kenyan Coast and used study variables customer relationship management, strategic planning, strategic competitive positioning, information communication technology and organizational learning. The author in an attempt to bridge the gap, reviewed the studies by Sasaka et, al., (2016) and Uzel et. al., (2014) and considered that the study variables strategic organizational cultural practice, strategic leadership practice, strategic planning practice and human resource management practice as strategic management practices.

2.4.1 Strategic Organizational Cultural Practice

The concept of organizational culture has attracted many researchers in the literature of quality management. The cultural impacts on quality management and the shared connection between TQM and organizational culture have been debated since the beginning of the 1990's to date (Hildebrandt *et al.*, 1991; Westbrook, 1993; Mosadeghrad, 2006; Robbins & Fredendall 2011; Karim & Kadir 2012). Total quality management and the organizational culture are interrelated (Lukasova et al., 2004; Sousa-Poza *et al.*, 2001). The system of quality management when it is successfully implemented has an impact on the content of the organizational culture. Additionally, the content of the organizational culture influences the quality system implementation and its functionality (Lukasova *et al.*, 2004). Companies with quality orientation should promote the values and beliefs that are supported by a set of organizational practices which include human resource management. Culture is defined as a collection or relatively unchanging and enduring values, beliefs, customs, traditions and practices that are shared by an organization's members, learned by new recruits and transmitted from

one generation of employees to the next (Huczynski & Buchanan, 2013; Goetch *et al.*, 2013). Culture provides employees with a sense of organizational identity and generates in them a commitment to beliefs and values that are larger than themselves. Culture serves two critical functions in an organization. The functions are to integrate employees so that they know how to relate with one another and to help the organization adapt to the external environment. Ahmadi *et al.* (2012) studied the impact of organizational culture while implementing strategies in Iranian banks and concluded that a meaningful relationship exists between organizational culture and any strategy implementation.

Karim and Kadir (2012) in their study of the impact of organizational culture on the implementation of TQM in the Iranian Oil Company, observed that in order to achieve successful implementation of TQM and improvement of organizational performance, managers ought to carefully evaluate the values and current cultural fields to develop the practical plans and necessary policies for the creation of an environment and cultural atmosphere of the sponsor. In a study by Sharma, Gupta and Singh (2014) on implementation of TQM for improving organizational effectiveness in Jaipur, they observed that organization must develop and follow a modern culture for quality improvement on a regular basis. The authors observed that training on regular basis is very essential for bringing a change in culture and attitudes that will encourage individual contributions and to make quality everyone's responsibility in the organization. Juan, Daniel, and Micaela (2013) in their study on organizational culture for total quality management, observed that changes in an organization can be difficult to achieve and take time where there is resistance to change. However, the organizations have the chance to improve performance through use of best management practices to achieve in the implementation of total quality management systems.

Divan (2012), observed that due to dynamic changing environments such as technological, economical, and political, organizations are forced to have a strategic thinking towards organizational culture. The author argues that the indicators to this is a growing inventory and increased use of management tools like strategic planning, total quality management and re-engineering that has enabled organizations in creating

strategic, long term and outcome-oriented approaches to problem savings. In his findings, Devan identified six components essential for developing an organization culture namely; leadership, mission-driven, systems thinking, feedback loop, human resource development and change champions.

2.4.2 Strategic Leadership Practice

Leadership is one of the key important principle of quality management systems. It requires top management to demonstrate leadership and commitment with the respect to the quality management systems. The standard requires management to ensure customer focus by ensuring that customer and applicable statutory and regulatory requirements are determined, understood and clearly met (ISO 9001:2015). The international standard ISO 9004:2009 is another standard that emphasize on the leadership as quality management principle by indicating what leaders should do. The standard requires leaders to establish unity of purpose and direction of the organization. Further the standard requires leaders to create and maintain the internal environment in which people can become fully involved in achieving the organizational objectives (ISO 9004: 2009). Core and Phil (2011) defines leadership as the process of influencing others to understand and agree about what needs to be done and how to do it and the process of facilitating individual and collective efforts to accomplish shared objectives. Olesia, Namusonge and Iravo (2013) study on the role of servant leadership on organizational commitment found out that the leaders who focus on relationship building and trust development, increases employee participation and performance of the organizations. Strategic leaders are able to build trusting relationships to move people in a desired direction while empowering skilled individuals to interpret the environment and make decisions (Ancona, 2008; Goleman, 2010). Manoj (2014) believes that the success of the organization to achieve quality control depends on the ability and attitude of the top management. A leader considers people as the critical factor for success and should take leading role as a challenge for his organization benefit.

Misztal (2013) claim modern companies focusing on the customer satisfaction are increasingly aware of the importance of different factors of the quality management system. Leadership means that chief management team should coherently cooperate together by assessing strategies, aims, and organization management policy. Its goal is also to create and maintain internal conditions in which employees may completely engage in advancing the organization's objectives. The leader should plan certain activities and support the subordinates in implementation of their operations. One of the management's tasks is to determine an appropriate structure, responsibilities, internal communication, and activities control in order to assure the constant development of the organization. Ahmad and Yekta (2010) argue that leadership is an important requirement for keeping a quality management system in an enterprise. Unfortunately, many entrepreneurs do not understand that. Although they declare the quality policy to engage employees, their behaviour significantly differ from the leadership's assumption.

Wani and Mehraj (2014) argued that the development of a long-range leadership, teamwork for a common vision and institutional commitment are necessary factors for the successful implementation of TQM. TQM plays a crucial role in uplifting and ensuring long-term success of an organization. Implementation of TQM has been considered an important factor for enhancing organizational productivity and efficiency (Gharakhani *et al.*, 2013). Successful implementation of TQM needs effective leadership, institutional commitment and a clear vision. Cater and Pucko (2010) found out that poor leadership is one of the main obstacles in any successful strategy implementation. Kuria, Namusonge and Iravo (2016) found out that leadership influence employee performance and recommended that management should create favourable working environment for their employees to avoid doubt in order to increase performance. The quality management standard. states that what is important about leadership is team leadership or organizational culture because it affects an organization's strategies, it determines its ability to change in order to adapt to the environment, control of employees behaviour and also act as a good motivator. Organization whose objective is to attain success should create opportunities for

leadership and commitment to the quality management systems by taking all that is necessary for its full effectiveness and efficiency. It has to show both leadership and commitment with regard to customer focus by ensuring that customer requirements and statutory and regulatory requirements are determined and met, risks and opportunities that could affect the conformity of products and services, as well as enhance customer satisfaction are determined and addressed (ISO, 9001:2015).

2.4.3 Strategic Planning Practice

Strategic planning is considered as essential in today's global competition despite limited work that has been conducted on strategic planning process. It is also one of the most important features of the modern management styles. Strategic planning is an organization's process of defining its strategy or direction and making decisions on allocating its resources to pursue this strategy (Mudassar & Hummayoun, 2014). Strategic planning in quality management involves preparing for change and new challenges. This include shift of emphasis from control and conformance to total quality management at every level of the organization. Six sigma theory by Juran emphasized on good planning through flexibility and innovation to enhance total quality. For example, Juran advocated for materials requirement planning and just-in-time inventory control initiatives. These initiatives are strategies for increasing efficiency and decreasing wastes by receiving goods only as they are needed in the production process, hence reducing inventory costs. Planning entails creating strong focus on customer-driven goals and involvement of everyone in quality activities. Strategic planning involves communicating vision and goals to everyone in the organization and to emphasizing of the importance of taking actions (Sadikoglu & Olcay, 2014).

Strategic planning involves the company's vision, mission, and values which are formed based on the quality concept. Various studies have argued that strategic planning is completely linked with operational performance of the company among others issues. They also believe that in order to achieve effective strategic planning efforts, employees should be involved in developing the vision, mission, strategies, and objectives. This

will lead to ownership and support of strategic quality plans. Successful strategic planning efforts also take into account the possible side effects of the plan to the environment prior to the production. This will manifest and improve social responsibility of the firm (Phan *et al.*, 2011; Obeng & Ugboro, 2008).

According to Mobegi *et al.* (2010), inadequate planning in total quality management that neglects employees' role result to resistance and insubordination of the workforce which is a great threat to the accomplishment of effective TQM implementation processes. Among the importance of strategic quality management is to develop a process of continuous quality planning improvement and the need to use a selection of quality management tools and techniques. In order to be a successful business, every organization must have a strategic plan and that strategic plan must support the vision and mission of the organization. Catalin *et al.* (2014) did a study to investigate the barriers of implementing total quality management programmes and noted that the first strategic barrier involved poor planning and leadership.

A study by Keller and Pyzdek (2013) argued that planning on quality is an activity of developing the products processes required to meet customers' needs. It involves a number of universal steps to enable business-level planning to achieve profitability and organizational success through customer focus. The steps include defining the customers, determine the customer needs, develop product and service features to meet customer needs, develop processes to deliver the product and service features and transfer the resulting plans to operational personnel (Juran & DeFeo, 2010). The six sigma theory by Juran advocate for planning quality in the sense that quality trilogy is made up of quality planning, quality improvement and quality control. Juran believed that for a quality improvement project to be successful, all quality improvement actions must be carefully planned out and controlled (Dale *et al.*, 2008).

2.4.4 Strategic Human Resource Management (SHRM)

Various authors have defined Strategic Human Resource management (SHRM) as a comprehensive set of managerial activities and tasks related to developing and maintaining a qualified workforce. The end results of these activities and tasks leads to contribution of organizational effectiveness as defined by the organization's strategic goals (Fottler, Khatri, & Savage, 2010; Mathis & Johnson, 2008; Pfeffer, 2005). It is a practice of aligning business strategy with that of HR practices to achieve the strategic goals of an organization. SHRM occurs in a complex and dynamic environment within an organizational complex. Further, the authors claim SHRM has posed a significant trend today for HR managers in adoption to strategic perspective of their jobs and to recognize critical links between organizational and HR strategies. The most critical component of strategic success for many organizations is considered to be the human capital (Fottler, Khatri, & Savage 2010). Developing an effective human resource system that is compatible with organizational strategy is important to the functioning and success of an organization in a competitive business environment (Omondi *et al.*, 2011). Early researchers have found out that by matching human resource management with strategy, the critical human resources skills, attitudes, behaviors and performances that are needed to successfully implement strategies can be acquired, developed, motivated and maintained (Ulrich *et al.*, 1995; Schuler & Macmillan, 1984). Armstrong (1994) claim that human resource management is a strategic and coherent approach to the management of an organization's most valued assets are the employees who individually and collectively contribute to the achievement of its objectives for sustainable competitive advantage. Armstrong asserts that taking a strategic approach to human resources management involves abandoning the minds set and practices of personnel management and focusing more on strategic issues than operational issues. It also enhances creation of appropriate opportunities and prevention of the potential threats (Mello, 2006).

Cania (2014) in his study on the impact of strategic human Resource Management on organizational performance observed that organizations need to consider human resource as a tool to gain competitive advantage needed to create appropriate policies and practices. Also, authority and responsibility must involve the entire organization working as a single team and not focus only managers. Alghamdi (2016) in his study towards better understanding of total quality management, found out that human resources barriers poor training of staff, lack of encouragement and morale to staff, lack of recognition and appreciation of staff's success impacted negatively to successful implementation of total quality management.

In the implementation of total quality management systems, human resource management facilitates employees' development by determining skills that will be needed to achieve strategic objectives and facilitates the organizations adaption to its environment. Employee's empowerment is part of total quality management (TQM) philosophy aimed at empowering all employees to seek quality problems and correct them. The new concept of quality, TQM provides incentives for employees to identify quality problems. Employees are rewarded for uncovering quality problems, not punished (Garvin, 1987).

In strategic human resources management, education and training are fundamental to total quality because they represent the best way to improve people on continual basis. It is through education and training that people who knew how to work hard, learn how to also work smart (Geotsch & Davis, 2010). Deming cycle theory advocates for cutting-edge methods on the job training, supporting pride of craftsmanship and training and educating everyone in organization. Employees in the organizations also have to embrace team work approach for synergy. In traditional managed organizations, the best competitive efforts are often among departments within the organizations, internal competition tends to use energy that should be focused on improving quality and external competitiveness (Geotsch & Davis, 2010). Total quality management stresses that quality is an organizational effort. To facilitate the solving of quality problems, it

places great emphasis on team work. The contributions of teams are considered vital to the success of the company.

Parast *et al.* (2011), in their study of improving operational and business performance in the petroleum industry through quality management found out that for success to be realized in the improvement of quality culture, staff training is essential component in TQM practices because it has a positive influence on organization performance. Deming theory claimed that training on the job is a key component to create a TQM organization through adopting new methods of training on the work field. Crosby theory in his improvement program to build successful TQM involved the employee education. Employee education includes training employees in order to positively reinforce their function in the quality improvement process.

When employees are trained they become visionary and gain skills needed to participate in a dynamic environment. Through employees training, it impacts positively on human resource support. In absence of training in such a process, it is difficult to solve problems and without education, behaviour and attitude change will not take place in an organization. Extensive training delivers greater benefits, where management focuses upon the strategic effectiveness of that training rather than simply upon its ability to enhance employee task effectiveness (Parast *et al.*, 2011). Employee training also offers greater value to the firm in developing human capital if its effects are mediated through the quality management systems. Catalin *et al.* (2014) believed that to achieve greater success, staff demands a motivation and appreciation of their accomplishments and efforts and that this can only be realized from the leadership's role to recognize and appreciate the staff's achievements which ultimately contributes to greater productivity. Without recognizing staff, they indicated that lack of motivation, satisfaction, recognition of success among employees causes barriers of implementing TQM.

One of ISO 9000 standard requirements is employees' extensive continuous training on core knowledge of their jobs skills and competency (ISO 9000). In a study on total quality management practices by Otieno and Kinuthia (2013) on selected private

hospitals in Nairobi, Kenya found out that adoption of quality management systems had ensured consistent training and therefore improved performance of health workers in the institutions. The skills are developed to not only improve the skills of individual employees but also enhance the effectiveness of the quality management systems. ISO 9000 quality management system affects all the areas and all personnel in the organization, training programs should be structured for different categories of employees-senior managers, middle level managers, supervisors and workers. The ISO 9000 implementation plan should make provision for this training and should cover the basic concepts of quality management systems and standard and their overall impact on the strategic goals of the organization, the changed processes, and the likely work culture implications of the system (ISO, 9000).

Titu, Oprean and Grecu (2010) believe that a good management of human resources in the organization is one of the strategic objectives of the organization which should be clearly defined and accepted by all its members. Various research have proposed that training and development of human resource is key in achieving overall organizational goals and it acts as a mean to develop and improve the capabilities of employees to enable them to employ creativity and innovation, and to refine their talents to suit the nature of the business of the organization. Studies have also noted that training provide human resources with high efficiency that can enhance and sustain the overall business. Training also enhances staff capabilities and improving performance. Effective training courses and programs help develop staff team spirit, develop innovative ideas and practices, and finally staff will put into practice what they have learnt in their daily activities (Dostie, 2014; Chen & Chang, 2016; Gul *et al.*, 2012).

2.4.5 Measurement of Implementation of Quality Management Systems

Quality management system refer to a set of interrelated or interacting elements that organizations use to direct and control how quality policies are implemented and quality objectives are achieved (ISO 9004). Quality Management Systems is an international standard published by the International Organization for Standardization (ISO), referred

to as ISO 9001. ISO 9001 comprises of a set of requirements that reflect time-proven and universally accepted good business practices, the majority of which are mandatory.

The standard has undergone various series since first published. The standard was most recently updated in 2015 and referred to as ISO 9001:2015. According to ISO 9001:2015, quality management system is a formalized system that document processes, procedures and responsibilities for achieving quality policies and objectives. QMS serves various purposes which include improving processes, reducing wastes, lowering costs, facilitating and identifying training opportunities, engaging staff and setting organizational long term strategies. QMS enhances coordination and direct organization's activities to meet customer needs, regulatory requirements. Compliance to standards and regulations can be built into the QMS, including into the documentation system, the internal auditing program, and the measurement and reporting system. QMS also improve effectiveness and efficiency of organization on a continuous basis (Jack *et al.*, 2012). Deming theory advocated for formulation of strategies that would eliminate waste and variability from industrial operations leading to effective utilization of resources (Alghamdi, 2016). Knowles (2011) argues that quality is the end point of quality management and observed a number of principles which are central to quality management namely: customer focus, strategic focus, leadership focus, process focus, peoples focus, continual improvement, innovation and learning focus and lastly scientific focus fundamentally based on the scientific method of Plan- Do- Study, Act advocated by Deming cycle theory. Kumar *et al.* (2009), found out that improvement in quality decreases wastes, reduces costs, and raises productivity as evidenced by the Six Sigma theory which advocated for measurements and elimination of wastes to achieve perfect results.

A study by Wickramasuriya and Dharmasiri, (2010) found out that factors such as customer oriented behavior, organizational culture, process measurement and monitoring, employee satisfaction and commitment are the strategic factors in the implementation of ISO 9001 in Sri Lankan organizations. Quality management systems benefits organizations in various ways including maintaining a better organizational

culture. According to ISO 9001 standard, requires it requires organization's goals and priorities to be clearly established, communicated, and aligned with operational activities. This gives employees confidence that they are doing the right thing, and that the right thing will be the same throughout their working period. This promotes a much more positive work atmosphere. Other benefits QMS include better team work, improved employees and management efficiency, increased revenue, employee morale, international recognition, factual approach to decision making, supplies relationship, documentation (where the QMS helps to define document system and documents need so activities and processes are clearly recorded and available), consistency, customer satisfaction and improved processes (ISO:9001; Jack *et al.*, 2012). A study by Otieno and Kinuthia (2013) found out that adoption of quality management systems had improved performance of health workers in the institutions. Parast *et al.* (2011), in their study of improving operational and business performance in the petroleum industry found out that people can be improved through continuous staff training.

Studies have shown that continuous improvement of processes, people, system, team work, performance, communication and reward systems are all critical success factors for quality management system and for successful results of ISO 9000 certification (Kaziliunas, 2010). Continuous improvement is the third quality management principle of ISO 9001. Hammar (2017) argues that by adopting this culture to improve processes and output, organizations are assured improved efficiencies and cost savings. Continual improvement, innovation and learning should be about proactively seeking to learn about customers, processes and behaviours and to improve upon existing practices (Knowles, 2011). Georgiev and Georgiev (2015) found out that driving factors for the implementation of ISO 9001 are product quality improvement, customer requirements, process improvement and enhanced company image and competitiveness.

2.5. Empirical Review

There are several studies carried out related to strategic management practices and implementation of quality management system. Ahmadi *et al.* (2012) studied the impact

of organizational culture while implementing strategies in Iranian banks and concluded that a meaningful relationship exists between organizational culture and any strategy implementation. Karim and Kadir (2012) in a study of the impact of organizational culture on the implementation of total quality management in the Iranian Oil Company, observed that in order to achieve successful implementation of total quality management and improvement of organizational performance, managers ought to carefully evaluate the values and current cultural fields to develop the practical plans and necessary policies for the creation of an environment and cultural atmosphere of the sponsor. Sharma, Gupta and Singh (2014) in a study on implementation of total quality management for improving organizational effectiveness in Jaipur, they observed that organization must develop and follow a modern culture for quality improvement on a regular basis. Sharma et al., (2014) observed that training on regular basis is very essential for bringing a change in culture and attitudes that will encourage individual contributions and to make quality everyone's responsibility in the organization. Juan, Daniel, and Micaela (2013) in a study on organizational culture for total quality management, observed that changes in an organization can be difficult to achieve and take time where there is resistance to change. However, the organizations have the chance to improve performance through use of best management practices to achieve in the implementation of total quality management systems.

Olesia, Namusonge and Iravo (2013) study on the role of servant leadership on organizational commitment found out that the leaders who focus on relationship building and trust development, increases employee participation and performance of the organizations. Catalin *et al.* (2014) did a study to investigate the barriers of implementing total quality management programmes and noted that the first strategic barrier involved poor planning and leadership. Cania (2014) in his study on the impact of strategic human Resource Management on organizational performance observed that organizations need to consider human resource as a tool to gain competitive advantage needed to create appropriate policies and practices. Parast *et al.* (2011), in their study of improving operational and business performance in the petroleum industry through

quality management found out that for success to be realized in the improvement of quality culture, staff training is essential component in quality management practices because it has a positive influence on organization performance.

A study by Wickramasuriya and Dharmasiri, (2010) found out that factors such as customer oriented behavior, organizational culture, process measurement and monitoring, employee satisfaction and commitment are the strategic factors in the implementation of ISO 9001 in Sri Lankan organizations. Quality management systems benefits organizations in various ways including maintaining a better organizational culture. Hadi and Adavi (2016) conducted a study in Iraq on the barriers in implementing total quality management in organization, research findings revealed that most organizations were experiencing lack of skilful workers in the process of total quality management implementation. Kheni and Ackon (2015), identified lack of top management understanding and commitment as barriers to total quality management implementation. Arshida and Agil (2012) identified government regulations, slow systems and bureaucracy as the main barriers to total quality management systems implementation and practices. Patrick (2011) in his study on quality management systems found out that as a result of good leadership and top management commitment in Egypt and South Africa, most food processing companies have embraced effective quality management systems such as ISO 9001:2008 and this has enabled them to achieve a competitive advantage in the global market hence leading to increased organization effectiveness.

Mirawati *et al.* (2015) in a study of supplier contractor partnership impact on construction performance, defined the supplier relationship as the cooperation and collaboration of the supplier with organizations and other persons that provide required supplies to the organization. Sadikoglu and Olcay (2014) study in Turkey on implementation total quality management practices and performance of the organizations found that the overall total quality management practices have been positively related to high productivity, competitive advantage, improved market share, quality performance, customer satisfaction which led to aggregate good financial

performance of the firm. Kheni and Ackon (2015) conducted a study on the impact of total quality management practices in developing countries firms and found that total quality practices had a positive impact on the quality performance of the firms. Wali and Boujelbene, (2011) study on cultural influences on total quality management implementation in Tunisian firms revealed a positive relationship between a good organizational culture and implementation of total quality management. The study found out that, organizations with a culture that is open to change and that embraces new ideas and ways of doing things are more likely to succeed in introducing and implementing total quality management practices.

Based on the indications from above studies, state corporations should develop strategies for quality management and for achieving the organizational objectives. Further, if the organizations would consider adoption of best strategic management practices, they would benefit by achieving better implementation of quality management systems and enhanced competitive advantage.

2.6. Critique of Existing Literature Relevant to the Study

The existing Literature reviewed provides more studies on the effects of quality management systems on performance of organizations or critical success factors or quality management practices on QMS as evidenced in majority studies highlighted on the referenced list. The studies therefore disadvantaged the researcher from getting more information close to effects of strategic management practices on implementation of QMS. However, the researcher observed only a few studies that provided reliable information on the study variables which included the organizational cultural influences as evidenced by Karim and Kadir (2012) on the impact of organizational culture on the implementation of TQM in the Iranian Oil Company and Daniel and Micaela (2013) study on organizational culture for total quality management. Leadership as evidenced on the studies on top leadership commitment (Kheni & Ackon, 2015). Strategic planning practices by Arshida and Agil (2012) in Ghana who focused on weak organizational planning and lack of critical resources for quality management in the

organization. Other studies that provided information on variables including strategic human resource practices is evidenced by (Oruma *et al.*, 2014; Mistel 2013; Omondi *et al.*, 2011; Obeng, 2008). The researcher also observed quite a lot of studies useful on implementation of quality management systems as the study dependent variable. The researcher has also observed that the existing literature did not provide any study very close to this and therefore the study added value to the existing literature by providing empirical evidence.

2.7 Research Gaps

From the literature review of the past studies, it was noted that most studies carried out were based on the broader concept of implementation of total quality management and a few on implementation of quality management systems. The researcher observed that the quality management systems (QMS) is one of the most important standard from total quality management. few studies on the QMS limited the study to identification of more other strategic management factors that could affect the implementation of quality management systems. However, with the few studies reviewed on the strategic management practices on implementation of quality management systems enabled the researcher to provide information that would be useful to the managers of state corporation. The study hence added value to existing literature by providing results on the statistically identified strategic management practices affecting implementation of quality management systems as evidenced in chapter four and five on the findings and the recommendations.

2.8 Summary

This chapter reviewed existing literature on the effect of strategic management practices on implementation of quality management systems using quantitative techniques. The results of the study will help the managers to adopt the best strategic management practices that will help organization sustain and maintain competitive advantage through customer satisfaction while ensuring conformity with the regulatory requirements. The

conceptualized framework for the study included the independent variables namely strategic organizational cultural practices, strategic leadership practice, strategic planning practice and strategic human resource management practices. The dependent variable was implementation of quality management systems. The chapter also highlighted some relevant theories of quality management systems and strategic management practices. The theories included continuous improvement, Deming cycle, six sigma and Crosby theory and in strategic management theories included stakeholder's theory, human resource based theory and strategic management framework. The chapter also presented the hypothesis that guided the study. The study found out that all conceptualized independent variables had significant influence on dependent variable the implementation of quality management systems in state corporations.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research approach that was used to carry out the study in order to achieve the objectives of this research. This includes the research design, target population, sampling frame, sample and sampling, techniques, data collection instruments, data collection procedures, pilot study, data management and data analysis and data presentation.

3.2 Research Design

The research design is the arrangement of all conditions that affect a research ranging from data collection to data analysis (Cooper & Schindle, 2008). Kothari (2012) states that research design is the arrangement of the conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. Research design is the blue print for the collection, measurement and analysis of data and includes an outline of what is to be done from writing the hypothesis and its operational implications to the final analysis of data. It implies how research objectives will be reached and how the problem encountered in the research will be tackled. The study adopted both cross-sectional research design and descriptive survey design. Cross-sectional studies are designed to collect data once over the same period of time (Namusonge, 2016). The data is analyzed then reported while descriptive survey design is designed to collect data from a sample with a view of analyzing them statistically and generalizing the results to a population (Ng'ang'a, 2017). Descriptive research design was used to examine the relationship between the dependent variable (Quality management systems) and the independent variables. Using cross-sectional design, the researcher was able to carry out quantitative analysis to determine the relationships among the study variables. According to Babbie (2010), quantitative

methods emphasise on objective measurements and numerical analysis of data collected through polls, questionnaires or study surveys. The methodology used in this study compared favourably with that of previous empirical studies (Muturi, Maranga and Getecha (2013), Sasaka 2017). In all these studies, the quantitative approach by use of surveys done by administration of questions was the primary methodology employed in studying Quality management systems and strategic management practice. This study used similar approach to enhance comparability of findings.

3.3 Target Population

Population is a large collection of subjects from where a sample can be drawn (Kilungu, 2015). Other scholars (Kungu, 2015) defines population as total collection of elements about which we wish to make some inferences. Kothari (2012), argues that a population is all items in any field of inquiry which is also known as the universe. Wamiori (2019) asserts that a target population is the group of individuals to whom the survey applies. It is the collection of individuals about whom conclusions and inferences are made. Mugenda & Mugenda (2012) term target population as that population to which a researcher wants to generalize the results of his study. The target population for this study were one hundred and thirty managers/heads of department from state corporations in Kenya whose headquarters are based in Coastal Kenya. The corporations were selected because they have been implementing quality management systems ISO 9001:2008/2015. These corporations undertake their mandate in various areas such as service delivery, and research. Others include provision of advance university education and training, provision of hotel services, planning and coordinating the implementation of development projects, regulatory and monitoring activities in maritime sector, planning and coordination of development projects, provisions for hotels and accommodation services and ferry boats services. Table 3.1 shows the study target population.

Table 3.1: Target Population

State Corporations	Target Population
Kenya Ferry Services (KFS)	6
Kenya Ports Authority (KPA)	27
Technical University of Mombasa (TUM)	46
Coast Development Authority (CDA)	8
Kenya Coast National Polytechnic (KCNP)	8
Kenya Maritime Authority (KMA)	5
Kenya Marine & Fisheries Research Institute (KMFRI)	13
Kenya Safari Lodge Hotels (KSLH)	17
TOTAL	130

3.4 Sampling Frame

According to Ng'ang'a (2017), a sampling frame is the technical name for the list of the elements from which the sample is chosen from while Mugenda and Mugenda (2009) and Kothari (2012) define the term sampling frame as a list that contains the names of all the elements in a universe. The sampling frame for this study consists of all state corporations as documented in the Presidential Taskforce on Parastatals Reforms (GoK, 2013). There are 269 state corporations (parastatals) in the Kenya. Out of the total number, 11 corporations based in coastal Kenya were considered for the study. These include Kenya Coconut Development Authority, Kenya Marine and Fisheries Research Institute, Kenya Safari Lodges and Hotels Ltd, Technical University of Mombasa, Coast Water Services Board, Coast Development Authority, Kenya National Shipping Line, Kenya Ports Authority, Kenya Coast National Polytechnic, Kenya Ferry Services Ltd. and Kenya Maritime Authority (GoK, 2013). However, out of the 11 corporations, only 8 are ISO certified and others through government reforms were absorbed into other larger corporations hence ceased to be parastatal on their own. The eight corporations

therefore formed part of the study sampling frame. The sampling frame is shown in Appendix IV.

3.5 Sample and Sampling Technique

A sample is a portion of the population of interest. The purpose of sampling is to get a representative group which enables a researcher to gather information about a population. Mwanzia (2019) postulates that 10% of the study population is an adequate sample size. Mugenda and Mugenda (2012) argues that sampling technique or design refers to that part of the research plan that indicates how cases are to be selected for observation. Sampling designs are divided into two broad areas: Probability and non-probability designs. In Probability designs, samples are randomly selected. Non-probability design is a non-random sampling technique meaning that not all members of the population has a chance of participating in the study (Saunders et al., 2012).

This study used a non-random sampling technique known as purposive sampling method. Purposive sampling technique involves selecting certain units or cases based on a specific purpose rather than randomly (Teddlie & Fen Yu, 2007). The selected unit or group of people is believed to be reliable with information for the study. The researcher therefore gathered information from employees at the managerial level or departmental heads because they were able to provide the relevant information for this particular study. Secondly, the adoption of strategic management practices and the implementation of quality management system is assumed to be strategic in nature and hence a managerial responsibility. Hence, the study used purposive sampling to pick the managers/heads of departments to gather the relevant data.

The following formula used by Saunders *et al.* (2009) was adopted to determine the sample size.

$$N = p\% \times q\% \times [z/e\%]^2$$

Where:

n = the minimum sample size required

- p% = the proportion belonging to the specified category (50%)
- q% = the proportion not belonging to the specified category (50%)
- z = the z value corresponding to the confidence level required (1.96 for 95% level of confidence)
- e% = the margin of error estimated at $\pm 5\%$

Using the above formula, a study sample of state corporation was derived. The study sample was based on state corporations based in coastal Kenya. To compile the sample size, 11 state corporation were selected out of a total population of 269. However, out of the 11 corporations, only 8 were ISO certified implementing quality management system ISO 9001:2008/2015. The remaining 3 corporations were absorbed through government reforms into other larger corporations hence ceased to be parastatal on their own. To get a sample size, 97 employees at the managerial level were selected from the 8 state corporations out of target population of 130. The study used the sample size determination formula by Saunder to calculate the sample size as shown in appendix III (Saunder's *et al.*, 2009). The sample size is shown in Table 3.2.

Table 3.2: Sample size

State Corporations	Target Population Size Managers	Sample Size
Kenya Ferry Services (KFS)	6	4
Kenya Ports Authority (KPA)	27	20
Technical University of Mombasa (TUM)	46	34
Coast Development Authority (CDA)	8	6
Kenya Coast National Polytechnic (KCNP)	8	6
Kenya Maritime Authority (KMA)	5	4
Kenya Marine & Fisheries Research Institute (KMFRI)	13	10
Kenya Safari Lodge Hotels (KSLH)	17	13
TOTAL	130	97

3.6 Data Collection Instruments

The study used primary data collection sources gathered as follows:

3.6.1 Primary Data

Primary data is collected afresh and for the first time, described as original data (Kothari, 2012). There are various types of primary data collection instruments, in this study data was collected through a self-administered semi-structured questionnaire. The questionnaire has specific questions with limited answers (e.g. multiple choice, true/false) resulting in quantitative data that can be analysed statistically (Mugenda and Mugenda, 2012). The respondents are able to select their answers that best describe their situation from the list of alternatives given. Questionnaires are believed to be economical and easier to use. Questionnaire further give respondent's adequate time to give well thought of answers in addition to being able to cover extensive content within a short time and at relative cheaper costs (Kothari, 2012).

The questionnaire contained closed-ended questions and a customized five-part Likert scale which was used to collect data on the variables from the managers/heads of departments. Respondents were asked to indicate agreement with each item. Each item had a five-point scale ranging from 1-5, where 1= No extent; 2= Little extent; 3= Some extent; 4= Great extent; 5 = Very great extent.

The questionnaire was divided into five main sections. The first section included the demographic information of the respondents, while the second part covered the dependent variable. The remaining sections covered the independent variables factors. The extent to which each variable, among the five broad categories influences the implementation of quality management systems was measured using a response scale of 5 for very great extent to 1 for no extent. The researcher administered the questionnaires to 97 managers from the 8 state corporations who were the respondents of the study. The

questionnaires were designed and the respondents filled them with reasonable degree of ease.

3.7 Data Collection Procedures

The researcher obtained an introduction letter from the University which was delivered to the eight state corporations to seek for permission to collect data. Permission to collect data was requested and obtained from relevant authorities. The researcher hired research assistants to help in the field. Both researcher and assistants delivered the questionnaire through drop and pick method, by email and further made follow-up on phone and emails. The researcher gave the respondents about three weeks to fill the questionnaire. The method was appropriate considering the busy schedules managers goes through in their various duties and other critical activities in their institutions.

3.8 Pilot Study

A pilot study was conducted to ascertain the validity and reliability of the questionnaire for the study. The instrument was distributed to managers in two organizations out of the targeted eight institutions which formed 25% of the target sample. The pilot test sample was within the recommended range as the rule of the thumb suggests that 5% to 10% of the target sample should constitute the pilot test (Cooper & Schilder, 2011; Creswell, 2003). The questionnaires were administered to managers in the state corporations.

The purpose of the pilot study was to test logistics and gather information prior to a larger study, in order to improve the latter's quality and efficiency. A Pilot also referred to as feasibility study reveals deficiencies in the design of a proposed study, experiment or procedure and these can then be addressed before resources are deployed on large scale study. The pilot study was necessary as the results can inform a design of a future study or experiment using such an instrument. Similar studies that have used pilot tests (Sasaka, 2016, Nganga, 2017, Koros, 2017).

3.8.1 Reliability of the Study

Babbie (2010) defines reliability as the degree to which research method produces stable and consistent results. Cronbach's alpha coefficient ranges from values of 0 to 1.0, inclusive. Higher alpha coefficient values means there is consistency among the items in the concept of interest. According to Mugenda and Mugenda (2012), the acceptable Cronbach's alpha coefficient should be at least 0.70 or above. The Cronbach's alpha is a general form of Kuder-Richard (K – R) 20. The formula for KR-20 for a test with K test items numbered $i=1$ to K is

$$r = \frac{K}{K - 1} \left[1 - \frac{\sum_{i=1}^K p_i q_i}{\sigma_X^2} \right]$$

where

p_i = the proportion of correct responses to test item i ,

q_i = the proportion of incorrect responses to test item i (so that $p_i + q_i = 1$), and

the variance for the denominator is

$$\sigma_X^2 = \frac{\sum_{i=1}^n (X_i - \bar{X})^2}{n}.$$

Where n is the total sample size.

If it is important to use unbiased operators then the sum of squares should be divided by degrees of freedom ($n - 1$) and the probabilities are multiplied by

$$\frac{n}{n - 1}$$

The questionnaire responses were input into statistical package for social sciences (SPSS) and Cronbach's alpha coefficient was used to determine the internal reliability of the instrument used in the study.

3.8.1 Reliability Results

The reliability test results for each of the identified factors are presented in Table 3.3. It is evidence from the table that Cronbach's alpha for each of the identified factors was well above the lower limit of acceptability of 0.70. The findings indicated that strategic organizational cultural practices had a coefficient of 0.888, strategic leadership practices had a coefficient of 0.938, strategic planning practices had a coefficient of 0.879, strategic human resource management practices had a coefficient of 0.892 and implementation of quality management systems had a coefficient of 0.915. The results indicate that the questionnaire used in the study had a high level of reliability. It is evident that the tables of the variables, each of the items relates to the identified factor and that the coefficient alpha value of the identified factor will not increase if some of the items are left out. Kurpius and Stafford (2006) recommend that a Cronbach alpha reliability correlation coefficient should be around 0.70 for a newly developed tool. Sekaran (2003), argue that the closer Cronbach's alpha coefficient to 1, the higher the internal consistency reliability.

Table 3.3: Reliability Tests Results

Variable	No. of Items	Cronbach's Alpha
Strategic organizational cultural practices	10	.888
Strategic leadership practices	10	.938
Strategic planning practices	10	.879
Strategic human resource management practices	10	.892
Implementation of Quality management systems	9	.915

3.8.2 Validity of Instrument

Validity is the extent to which the scores from a measure represent the variables they are intended to. In research, there are three methods to measure validity of the study instrument. The evidence of validity is reported as a validity coefficient which range from 0 to + 1.00. The validity scores approaching 1 provide a strong evidence that the tests scores are measuring the construct under investigation (Kurpius & Stafford, 2006). Kurpius and Stafford (2006) further pointed out that validity coefficient for a test score cannot be greater than the square root of the tests reliability. The study therefore adopted content validity where the questionnaire was validated by discussing it with randomly selected Managers of the state corporations. Their views were considered and incorporated to enhance the content and construct validity of the questionnaire.

3.9 Data Management

The collected data was first counter check for any errors that could have arisen in the course of data collection on instrument or through the procedures or by mistakes due to fatigue. The data was checked for adequacy and distribution before put on statistical procedures and other tests like correlation and regression. The following tests were

carried out: KMO and Bartlett's tests, normality test, multicollinearity test heteroscedasticity test and tests of significance.

3.9.1 KMO and Bartlett's tests for Sample Adequacy

KMO and Bartlett's tests were conducted to test whether samples were adequate for further statistical analysis. The KMO Bartlett's Sphericity index ranges from 0-1 with the critical level of significance is set at 0.5 ($p < 0.05$) which is considered suitable for factor analysis (Field, 2000; Castello & Osborne, 2015). The Bartlett's Sphericity statistics for the study variables were found to be significantly higher than the critical level 0.5.

3.9.2 Test of Significance

Test of Significance was done where the correlation was carried out using Pearson Correlation coefficient to test the relationship between variables describing the direction and degree of association between the variables. A correlation was considered low if the resulting coefficient had a value close to zero and high if the coefficient was close to 1. The Pearson Moment of Correlation Coefficient was used to examine the strength of the correlation. The study also used ANOVA to test the statistical significance of variables to satisfy the objectives.

Using SPSS version 24.0, the regression model was tested on how well it fitted the data. The significance of each independent variable was also tested. Fischer distribution test called F-test was applied. It refers to the ratio between the model mean square divided by the error mean square. F-test was used to test the significance of the overall model at a 5 percent confidence level. The p-value for each F-test was used to make conclusions on whether to accept or reject the null hypotheses. The conclusions were based on p values where if the null hypothesis was rejected then the overall model was significant and if null hypothesis was accepted the overall model was insignificant. In other words, if the p-value was less than 0.05 then it was concluded that the model was significant and had good predictors of the dependent variable and that the results were not based on

chance. If the p-value was greater than 0.05 then the model was not significant and could not be used to explain the variations in the dependent variable.

3.9.3 Shapiro-Wilk test

To measure normality on primary data, the Shapiro-Wilk (S-W) normality test was conducted. According to Shapiro-Wilk (S-W) test, if the p-value is greater than 0.05, the data are described as normally distributed. The test was done to test the normality of the dependent variable implementation of quality management systems. The hypothesis to test was whether the data was normally distributed is given by H_0 and H_1 , set at $\alpha = 0.05$, the rule is reject H_0 , if p-value is less than α , else fail to reject H_0 : (Garson, 2012). Table 4.6 shows the Shapiro-Wilk (S-W) normality test results. Since the p-value is greater than 0.05, the null hypothesis was accepted and concluded that the data was normally distributed.

3.9.4 Multicollinearity Test

Multicollinearity was tested by computing the Variance Inflation Factors (VIF) and its reciprocal, the tolerance. Multicollinearity occurs where the independent variables are strongly correlated amongst themselves leading to very high standard error. The rule is that if the VIF value lies between 1-10, then there is no multicollinearity. The multicollinearity assumption has a VIF threshold value of 10 maximum (Ng'ang'a, 2017). In the current study tolerance ranged from 0.40 to 0.70 and therefore it was reciprocal, the VIF was between one and two, below the threshold. Homogeneity means the variances should be the same throughout the data.

3.9.5 Heteroscedasticity test

Heteroscedasticity was done to test whether heteroscedasticity problem existed in the regression model or not. Heteroscedasticity tends to produce p-values that are smaller than they should be. This problem can lead you to conclude that a model term is statistically significant when it is actually not significant. The rule is that if the value of

significance is greater than 0.05 there is no problem of heteroscedasticity but if the value of significance is less than 0.05 there is a problem of heteroscedasticity. Based on the output coefficients in table 4.8, the obtained significance values for all the independent variables was 1.000. These values are greater than 0.05 and therefore there was no heteroscedasticity problem.

3.10 Data Analysis and Presentation

Data analysis was done using Statistical Package for Social Science (SPSS) software version 24. The data was analysed using descriptive analysis. These are simple procedure often used to computing averages. According to Mugenda and Mugenda (2012), descriptive statistics are used to enable the researcher make meaning in the distribution of scores or measurements using a few indices. Descriptive statistics provides basic features for data collection on the variable and provide the drive for further analysis. The study used multiple regression analysis to determine the relationship between independent variables and dependent variables. Multiple regression analysis is a powerful technique used for predicting the unknown value of a variable from the known value of two or more variables, also called the predictors (Armstrong, 2012). Further, the study used Analysis of Variance (ANOVA- F-test) to determine the effect of independent variable on the dependent variable. With the use of multiple regression, the study further was able to determine the effect of multiple predictor variables on the dependent variable that is the effect of all dependent variables on the dependent variable.

3.10.1 Quantitative Analysis

Quantitative data obtained through questionnaires was analysed first by calculating response rate and descriptive statistics such as mean, standard deviation, frequency, distribution and charts. Secondly the data collected on independent variables and their influence on implementation of quality management systems was analysed using inferential statistics the Pearson's correlation coefficient. Multiple regression analysis

were also performed to understand the relationship among these variables. William (2006) defines inferential statistics as techniques that allow researchers to use these samples to make generalizations about the populations from which the samples were drawn. According to Tanton *et al.* (2007), many statistical methods particularly parametric measures assume a normal distribution of variables hence the study used both Pearson correlation coefficient and regression as examples of parametric statistics to ensure normal distribution. Pearson correlation coefficient test was conducted to test the level of significance between all independent variables and dependent variable. Buda and Jarynowski (2010) argues that the goal of a correlation analysis is to see whether two measurement variables co-vary and to quantify the strength of the relationship between variables. To quantify the strength of the relationship, the correlation coefficient (r) was calculated. Its numerical value ranges from +1.0 to -1.0. $r > 0$ indicates positive linear relationship, $r < 0$ indicates negative linear relationship while $r = 0$ indicates no linear relationship while Coefficient of determination (R^2) measures the amount of variation in the independent variable explained by independent variables. Multiple regression analysis is used to provide estimates of net effects and explanatory power. Sekaran, 2003 claim the closer the R^2 is to 1 the better the regression line to the actual data. The Dancy and Reidy's Strength of Pearson's Correlation Coefficient Categorization has been provided as table 3.4.

Table 3.4: Dancy and Reidy's Strength of Pearson's Correlation Coefficient Categorization

Value of the correlation coefficient	Strength of correlation
1	perfect
0.7-0.9	Strong
0.4-0.6	Moderate
0.1-0.3	Weak
0	zero

Source: Dancy and Reidy's (2004)

The study also used factor analysis to group together variables which had something in common. Hair *et al.* (2010) argues that factor analysis is necessary in research to test for construct validity and highlight variability among observed variables and to also check for any correlated variables in order to reduce redundancy in data.

The ANOVA tests were conducted to test whether the regression analysis model used was fit or the relationship of the variables occurred by chance. According to Weeks and Namusonge (2016), the significance of F ratio was used to determine whether model used was fit or not. ANOVA tests by use of p-value enhance decisions about the null hypothesis and also give additional insight into the strength of the decision. P-value of less than 0.05 indicates that F statistics is high and the null hypothesis of independent variable ought to be rejected since it is not true. According to Aldrich (2008), the significance level of 0.05 is the most widely used in business and social research, hence this study adopted it. The interpretation of this significance is that the results are 95% confidence level and thus this was the expectation of the study. The interpretation of p-values was based on the alpha or significant level.

3.10.3 Statistical Measurement Model

Antonakis and Deitz (2011) asserts that multiple regression is widely used to estimate the size and significance of the effects of a number of independent variable on a dependent variable. The assumption of multiple regression helps to determine the individual or group influence on the variable which means between independent variable and dependent variable. The study adopted the multiple regression to assess the effects of the independent variables on the dependent variable. Osborne and Waters (2002) claim that overlooking the assumptions would contribute to wrong validity estimates and that when assumptions are not met, the findings may results in type I or II errors, or over-or under estimation of significance of effect size. There are four independent variables in this study hence the multiple regression model was as shown below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where

Y = Implementation of Quality Management Systems

β_0 = Constant or intercept which is the value of dependent variable when all the Independent variables are zero

β_i = Coefficient for X_i ($i=1,2,3,4$)

X_1 = Strategic Organizational Cultural Practice

X_2 = Strategic Leadership Practice

X_3 = Strategic planning Practice

X_4 = Strategic Human Resource Management Practice

ε = error term which is residual or disturbance factors or values that are not captured within the regression model.

3.10.4 Hypothesis Testing

A set of four hypotheses were established to guide the study as indicated on the study conceptual framework. The hypotheses were all tested at 95% confidence level (level of significance $\alpha=0.05$) as shown in figure 3.4 below.

Table 3.5: Hypothesis Tests

Hypothesis Statement	Hypothesis Testing	Model and anticipated results
H ₀₁ : There is a no significant effect of strategic organizational cultural practice on implementation of QMS at State Corporations	$H_{01} \beta_1 \neq 0$ i) ANOVA – to test the overall robust of multiple regression ii) T-test to test significance of the relationship of variables iii) Pearson correlation to test partial correlation between the variables	$Y = \beta_0 + \beta_1 X_1 + \epsilon$ To reject H ₀₁ when p-value is ≤ 0.5 otherwise fail to reject when p-value is > 0.05
H ₀₂ : There is no significant effect on strategic leadership practice on implementation of QMS in State Corporations in	$H_{02} \beta_2 \neq 0$ i) ANOVA – to test the overall robust of multiple regression ii) T-test to test significance of the relationship of variables iii) Pearson correlation to test partial correlation between the variables	$Y = \beta_0 + \beta_2 X_2 + \epsilon$ To reject H ₀₂ when p-value is ≤ 0.5 otherwise fail to reject when p-value is > 0.05
H ₀₃ : There is no significant effect on strategic planning practice on implementation of QMS in State Corporations in	$H_{03} \beta_3 \neq 0$ i) ANOVA – to test the overall robust of multiple regression ii) T-test to test significance of the relationship of variables iii) Pearson correlation to test partial correlation between the variables	$Y = \beta_0 + \beta_3 X_3 + \epsilon$ To reject H ₀₃ when p-value is ≤ 0.5 otherwise fail to reject when p-value is > 0.05
H ₀₄ : There is no significant effect on strategic Human resource management practice on implementation of QMS in State Corporations in	$H_{04} \beta_4 \neq 0$ i) ANOVA – to test the overall robust of multiple regression ii) T-test to test significance of the relationship of variables iii) Pearson correlation to test partial correlation between the variables	$Y = \beta_0 + \beta_4 X_4 + \epsilon$ To reject H ₀₄ when p-value is ≤ 0.5 otherwise fail to reject when p-value is > 0.05

Table 3.6: Variables Definitions and Measurements for Independent variables

Variable	Indicator	Measurements scale
Strategic organizational cultural practice	• Work environment	5 point likert scale • In a scale of 1-5, 5 was the highest extent of the effect of strategic organizational cultural practice on implementation of QMS while 1 was the lowest
Strategic leadership practice	• Commitment	5 point likert scale • In a scale of 1-5, 5 was the highest extent of the effect of strategic leadership practice on implementation of QMS while 1 was the lowest
Strategic planning practice	• Vision	5 point likert scale • In a scale of 1-5, 5 was the highest extent of the effect of strategic planning practice on implementation of QMS while 1 was the lowest
Strategic human resources management practices	• Extensive training	5 point likert scale • In a scale of 1-5, 5 was the highest extent of the effect of strategic human resources management practice on implementation of QMS while 1 was the lowest

Table 3.7: Measurement of Implementation of Quality Management Systems

Variable	Indicators	Measurements scale
Implementation of quality management systems	<ul style="list-style-type: none"> • Customer satisfaction • Better organizational culture • Focus towards achieving of strategic objectives • Organizational competitiveness • Compliance with the regulations 	<p>5 point likert scale</p> <p>In a scale of 1-5, 5 was the highest extent of indicators of QMS while 1 was the lowest</p>

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter provides information on the findings of the study after the raw data from the questionnaire was analysed and interpreted. The presentations are arranged from response rate of questionnaire, statistics for general information, sample adequacy, descriptive statistics, factor analysis, correlation and multiple regression analysis for variables. The data collected from respondents was presented and summarized using tables and descriptive statistics. The independent variables of the study included strategic cultural organizational practice, Strategic leadership, strategic planning and strategic human resource practice while dependent variable was implementation of quality management systems in state corporations.

4.2 Response Rate

In this research, out of 97 questionnaires administered to the respondents a total of 85 questionnaires were returned. This represent 87.6% response rate which is satisfactory to make conclusions for the study. According to Mugenda and Mugenda (2012) a response rate of 70% and above is rated very good. According to Fincham (2008) a response rate approximating 60% should be the goal of researchers for most research. Therefore, a response rate of 87.6% is very good and therefore further analysis of the study can be conducted. The response rate is presented on Table 4.1.

Table 4.1: Respondents response rate

Response Rate	Frequency	Percent
Returned	85	87.6
Unreturned	12	12.4
Total	97	100

4.3 Statistics for General Information

This section outlines the analysis of the general information on the respondent's based on gender, age, level of management and work experience.

4.3.1 Response rate for Gender

Response rate was further analysed in terms of gender and the responses were as follows, female were the majority with 60% while male were 40%. This was in ratio of total employee as female were more than the male and therefore the response rate was not biased but gender balanced.

Table 4.2: Response Rate for Gender

Gender	Frequency	Respondent's Gender		Cumulative Percent
		Percent	Valid Percent	
Male	33	38.8	38.8	38.8
Female	52	61.2	61.2	100.0
Total	85	100.0	100.0	

4.3.2 Response rate for Age

Response rate in terms of age was also analysed to see how responses were distributed among different ages across the organization. The highest number of the respondent was between the age of 31-45 with 51.8 %, followed by 46-55 with 36.5%, over 55 with 9.4% while between 18-30 were the least with 2.4%. The responses reflected that most of the respondents were of majority age and could have worked in the company for long making the information they gave more reliable as they were conversant with company daily activities. Table 4.3 below represents respondents in terms of age.

Table 4.3: Respondents age

Age	Respondent's Age			Cumulative Percent
	Frequency	Percent	Valid Percent	
18-30	2	2.4	2.4	2.4
31-45	44	51.8	51.8	54.1
46-55	31	36.5	36.5	90.6
Over 55	8	9.4	9.4	100.0
Total	85	100.0	100.0	

4.3.3 Response rate for Level of Management

Response rate was analysed in terms of level of management and the highest response rate came from middle level of management with 70.6%, senior management with 24.7%, top level management with 4.7%. Response rate was distributed among all the levels of management and this gave balanced views of all the management team without any biasness. The response rate is presented in Table 4.4.

Table 4.4: Response rate for Management Level

Management Level	Frequency	Percent	Valid	Cumulative Percent
			Percent	
Middle Level Management	60	70.6	70.6	70.6
Senior Level Management	21	24.7	24.7	95.3
Top Level Management	4	4.7	4.7	100
Total	85	100.0	100.0	

4.3.4 Response rate for Length of Service

Response rate was analysed in terms of respondent's length of service or work experience to determine how long respondents have worked with the organization. Majority of the respondents have worked with the organization between 3-5 years as

presented by 37.6% followed by 20 and above with 28.2%, 6- 15 years with 24.7% while those who have worked for less than two years were only 9.4% meaning majority of respondent, 90.6% have worked for a longer period than two years in the organization and therefore the information they gave was based on experience and hence was more reliable. The information is presented in table 4.5.

Table 4.5: Length of Service

Years	Length of Service			Cumulative Percent
	Frequency	Percent	Valid Percent	
0-2	8	9.4	9.4	9.4
3-5	32	37.6	37.6	47.1
6-15	21	24.7	24.7	71.8
20 and above	24	28.2	28.2	100.0
Total	85	100.0	100.0	

4.4 Diagnostic Tests

4.4.1 Normality Test

Analysis of normality was done to establish whether the data was normally distributed. Shapiro-Wilk test was done as the dataset had less than 2000 elements. Test was done to test the normality of the dependent variable implementation of quality management systems. The null and alternative hypotheses were as follows:

H_0 : The data is normally distributed

H_1 : The data is not normally distributed

To measure normality on primary data, the Shapiro-Wilk (S-W) normality test was conducted. According to Shapiro-Wilk (S-W) test, if the p-value is greater than 0.05, the data are described as normally distributed (Ng'ang'a, 2017). The hypothesis to test was

whether the data was normally distributed is given by H0 and H1, set at $\alpha = 0.05$, the rule is reject H0, if p-value is less than α , else fail to reject H0: (Garson, 2012). Table 4.6 shows the Shapiro-Wilk (S-W) normality test results. The p-values for all the variables; strategic organizational cultural practice, strategic leadership practice, strategic planning practice, strategic human resource management practice were more than 0.05 in respect of the S-W test. The results obtained in table 4.4.1 indicate that the p-value=0.061. Since the p-value is greater than 0.05, the null hypothesis was accepted and concluded that the data was normally distributed. From these findings it can be concluded that the sample was obtained from a normally distributed population. Condition for normality is required for one to fit a linear regression model (Wamiori, 2019). These results are in support of the studies of Sasaka (2016) who noted that when data distribution had normality, it is possible to undertake any inferential and parametric statistical analysis since the chance of outliers is minimal. This type of data was therefore suitable for all types of statistical analysis.

Table 4.6 Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Implementation of Quality Management Systems	.141	85	.057	.962	85	.061

a. Lilliefors Significance Correction

4.4.2 Multicollinearity Test

After undertaking normality test multicollinearity test was done to establish whether there was a strong correlation among the independent variables under the study. This was done using Variance Inflation Factor (VIF). The rule is that if the VIF value lies between 1-10, then there is no multicollinearity but if the VIF is less than 1 or greater than 10 then there is multicollinearity. For all the variables in the study the VIF was between 1 and 10 (1.699, 2.612, 3.047 and 2.066) and therefore there was no multicollinearity as shown in the table 4.7

Table 4.7 Multicollinearity Test

Model	Coefficients ^a						Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF	
	B	Std. Error	Beta					
(Constant)	.375	.296		1.267	.209			
Strategic Organizational Cultural Practice	.135	.097	.125	1.402	.165	.588	1.699	
1 Strategic Leadership Practice	.056	.097	.064	.578	.565	.383	2.612	
Strategic Planning Practice	.364	.131	.331	2.776	.007	.328	3.047	
Strategic Human Resource Management Practice	.385	.097	.390	3.974	.000	.484	2.066	

a. Dependent Variable: Implementation of Quality Management Systems

4.4.3 Heteroscedasticity Test

Test for heteroscedasticity was also done before data analysis to establish whether heteroscedasticity problem exists the regression model or not. This is useful to examine whether there is a difference in the residual variance of the observation to another period

of observation. The rule is that if the significance value is greater than 0.05 there is no problem of heteroscedasticity but if the significance value is less than 0.05 there is a problem of heteroscedasticity. Based on the output coefficients the obtained significance value for all the independent variables was 1.000. This value is greater than 0.05 and therefore there was no heteroscedasticity problem as shown in Table 4.8.

Table 4.8 Heteroscedasticity Test

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
(Constant)	-1.450E-016	.296			.000	1.000
Strategic Organizational Cultural Practice	.000	.097	.000		.000	1.000
Strategic Leadership Practice	.000	.097	.000		.000	1.000
Strategic Planning Practice	.000	.131	.000		.000	1.000
Strategic Human Resource Management Practice	.000	.097	.000		.000	1.000

a. Dependent Variable: Implementation of Quality Management Systems

4.5 Findings of Study Variables

This section presents the findings of the variables of this study from the dependent variable followed by independent variables.

4.5.1 Implementation of Quality Management Systems Analysis Results

Implementation of quality management systems is the dependent variable in this study. In this section sample adequacy for implementation of quality management systems

factors were been done followed by descriptive analysis. This is followed by factor analysis.

4.5.1.1 Sample Adequacy for Implementation of Quality Management Systems factors

KMO and Bartlett’s Test were conducted to test sample adequacy for implementation of quality management systems factors before factor analysis was carried out. The findings in Table 4.9 showed that the KMO statistic for implementation of quality management systems factors measures was 0.803 which was significantly high, that is greater than the critical level of significance of the test which was set at 0.5 (Field, 2000). In addition to the KMO test, the Bartlett’s Test of Sphericity was also highly significant (Chi-square = 585.481 with 36 degrees of freedom, at $p < 0.05$) and significance level of 0.000. The results provided an excellent justification for factor analysis to be conducted.

Table 4.9: KMO and Bartlett’s for Implementation of QMS Factors

KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.803
Bartlett's Test of Sphericity	Approx. Chi-Square		585.481
	Df		36
	Sig.		.000

4.5.2 Descriptive Results for Implementation of Quality Management Systems Indicators

The general objective of this study was to establish the effects of strategic management practices on implementation of quality management systems for state corporations. Results in Table 4.10 reveal that majority of the respondent 95.3% agreed that customer expectation is valued in the organization by all employees. 92.9% of the respondents agreed that organization has improved on performance as a result of successful implementation of quality management systems while 93 % of the respondents agreed

that organization has maintained better organizational culture. Further, 93 % of the respondents agreed that there is increased efficiency as a result of successful implementation of quality management systems while 90.6% of the respondents agreed that employees are focussed towards achieving the organizational objectives. 92.9 % of the respondents agreed that managers emphasize better team work to enhance smooth achievements of the targets while another 97.6% respondents agreed that employees morale has increased due to involvement and participation in implementation of quality management systems activities as evidence by 94.1% respondents agreed that efforts towards continuous improvement enhances organizational competitiveness while 92.5% of the respondents agreed that QMS has helped organizations to be compliance with the regulations. Based on the overwhelming positive response it can be concluded that implementation of quality management systems has led to improvement of state corporations.

The study findings are supported by various studies. Kasongo and Moono (2010) found out that to remain competitive, organization must come up with unique competitive strategies and produce goods and services that continuously meet and exceed demand and expectations of the customers. The authors emphasized on continuous quality improvement through participation by all stakeholders. Hammar (2017) observed that by adopting the culture to improve processes and output, organizations are assured improved efficiencies and cost savings. Matata and Wafula (2015) argued that for organizations to be success, total quality management practices ought to be an integral part of any organization's strategic management as quality management systems improves organization's performance through quality service delivery and production enhancing organization competitive edge over its competitors. Otieno and Kinuthia (2013) found out that adoption of quality management systems had improved performance of health workers in the institutions.

Deming theory focussed on formulation of strategies that would eliminate waste and variability from all industrial operations leading to effective utilization of resources (Alghamdi, 2016). Wealleans (2000) argues that the company should avoid blame

exercises in managing 'non-compliance' matters. Indeed, the author calls for a positive culture to be promoted at all levels. Based on case study that was conducted in Oman, Alhatmi (2010) found out that ISO 9001 certified hospitals adopted the concept of transparency and continuously promotes a no-blame culture reducing the risk of spreading negativism which encouraged a positive culture. Wickramasuriya and Dharmasiri (2010) found factors such as organizational culture, employee satisfaction and commitment are key strategic factors in the implementation of ISO 9001 hence the need for organizations to maintain a better organizational culture.

Kaziliunas (2010) found out that continuous improvement of processes, people, system, team work, performance, communication and reward systems are all critical success factors for quality management system and for successful results for ISO 9000 certification. Hammar (2017) observed that by adopting the culture to improve processes and output, organizations are assured improved efficiencies and cost savings. Continual improvement, innovation and learning should be about proactively seeking to learn about customers, processes and behaviours and to improve upon existing practices (Knowles, 2011). A study by Georgiev and Georgiev (2015) found out that driving factors for the implementation of ISO 9001 are product quality improvement, customer requirements, process improvement and enhanced company image and competitiveness. Nadera (2017) provides an important observation on teamwork, while other authors such Van Ho, 2011; Chen and Chang, 2016) found out that teamwork requires participation of every member of the company and need for their facilitation for the sake of the success and prosperity of the company in achievement of its goals.

Table 4.10: Descriptive analysis results for Implementation of QMS Factors

Statements	1	2	3	4	5
	No extent	Little extent	Some extent	Great extent	Very great extent
1 Customer expectation is valued by all employees in your organization		4.7	58.8	15.3	21.2
2 Your organization has improved on performance as a result of successful implementation of quality management systems		7.1	45.9	37.6	9.4
3 After successful implementation of quality management systems, your organization has maintained better organizational culture		7.1	51.8	29.4	11.8
4 There is increased efficiency as a result of successful implementation of quality management systems		4.7	58.8	27.1	9.4
5 Employees are focussed towards achieving the organizational objectives	2.4	7.1	51.8	29.4	9.4
6 Managers emphasize better team work to enhance smooth achieving of targets		7.1	32.9	52.9	7.1
7 Employees morale has increased due to involvement and participation in quality management systems activities		2.4	32.9	52.9	11.8
8 Efforts towards continuous improvement enhances organizational competitiveness	3.5	2.4	28.2	47.1	18.8
9 QMS help organizations to be compliance with the regulations		7.1	45.9	37.6	9.4

4.5.3 Factor Analysis for Implementation of Quality Management Systems Factors

The nine items measuring the dependent variable implementation of quality management systems factors were subjected to a reliability test where Cronbach's Alpha value of 0.915 was obtained. Hair *et al.*, (2010) highlighted that factor analysis was necessary in research to test for construct validity and highlight variability among observed variables and to also check for any correlated variables in order to reduce

redundancy in data. Factor analysis was then carried out on the nine items where the following results were obtained as shown on table 4.11. According to David *et al.* (2010), the general rule of the thumb for acceptable factor loading is 0.40 or above.

Table 4.11: Thresholds of the Dependent variable implementation of QMS

Statements	Factor Loading
1 Customer expectation is valued by all employees in your organization	.784
2 Your organization has improved on performance as a result of successful implementation of quality management systems	.830
3 After successful implementation of quality management systems, your organization has maintained better organizational culture	.673
4 There is increased efficiency as a result of successful implementation of quality management systems	.842
5 Employees are focussed towards achieving the organizational objectives	.878
6 Managers emphasize better team work to enhance smooth achieving of targets	.639
7 Employees morale has increased due to involvement and participation in quality management systems activities	.548
8 Efforts towards continuous improvement enhances organization competitiveness	.799
9 QMS help organizations to be compliance with the regulations	.858

All the nine factors registered thresholds of above 0.4 and were thus considered for further statistical analysis.

4.6 Strategic Organizational Cultural Practices Analysis Results

Strategic Organizational Cultural Practices is the first independent variable in this study. In this section sample adequacy for Strategic Organizational Cultural Practices factors

has been done followed by factor analysis. This is followed by descriptive and inferential statistics.

4.6.1 Sample Adequacy for Strategic Organizational Cultural Practices

KMO and Bartlett's Test were conducted to test sample adequacy for Strategic Organizational Cultural Practices measures before factor analysis was carried out. The findings in Table 4.12 shows that the KMO statistic for Strategic Organizational Cultural Practices measures was 0.747 which was significantly high; that is greater than the critical level of significance of the test which was set at 0.5 (Field, 2000). In addition to the KMO test, the Bartlett's Test of Sphericity was also highly significant (Chi-square = 456.058 with 45 degrees of freedom, at $p < 0.05$). The results of the KMO and Bartlett's Test provided an excellent justification for factor analysis to be conducted.

Table 4.12: KMO and Bartlett's Test for Strategic Organizational Cultural Practices factors

KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.747
Approx. Chi-Square			456.058
Bartlett's Test of Sphericity	Test of Df		45
	Sig.		.000

4.6.2 Descriptive Statistics Results for Strategic Organizational Cultural Practices

The first objective was to evaluate the effects of strategic organizational cultural practices on implementation of quality management systems in state corporations. Result in table 4.13 indicates that majority of the respondents, 95.3% agreed that managers encourage positive values in their organization and that 82.3% respondent acknowledged that employees are open to the new organizational environmental changes. This is evidenced by 90.4% response of the fact that managers encourage employee's involvement in quality management practices and 95.3% respondent agreed that feedback is encouraged for smooth running of the organizational quality activities.

Further 90.6% of the respondent pointed out that managers demonstrate professionalism in the implementation of quality management systems and up to 83.5% of the respondents agreed that managers develop and create a spirit of trust and innovation in their organization. Strategic thinking is encouraged to enhance development of employees as evidenced by 90.6% response rate while maintaining a better organizational culture is a benefit to QMS is supported by 92.9%. Managers embrace culture change during the implementation of quality management process was supported by 92.1% while 92.9% of the respondents agreed that team work is embraced in the quality management practices. Based on the high positive response from the respondent it can be concluded that strategic organizational cultural practices have significantly contributed to effective implementation of quality management system in the state corporations.

The study findings are supported by Wali and Boujelbene, (2011) study on cultural influences on Total Quality Management implementation in Tunisian firms who revealed a positive relationship between a good organizational culture and implementation of TQM. The study found out that, organizations with a culture that is open to change and that embraces to new ideas and ways of doing things are more likely to succeed in introducing and implementing total quality management practices.

Other studies have argued that the organization need to understand that in order to achieve successful implementation of TQM and improvement of organizational performance, managers ought to carefully evaluate the values and current cultural fields to develop the practical plans and necessary policies for the creation of an environment and cultural atmosphere of the sponsor (Karim & Kadir, 2012). In regard to this, Ahmadi, et al. (2012) argues that culture serves two critical functions in an organization: to integrate employees so that they know how to relate to one another and to help the organization adapt to the external environment. Sharma, Gupta and Singh (2014) asserts that organization must develop and follow a modern culture for quality improvement on a regular basis and thus training on regular basis is very essential for bringing a change

in culture and attitudes that will encourage individual contributions and to make quality everyone's business in an organization.

Table 4.13 Effects of strategic organizational cultural practice factors on implementation of quality management system in state corporations

Statements	1No extent	2Little extent	3Some extent	4Great extent	5Very great extent
1 Managers encourages positive values in our organization		4.7	45.9	37.6	11.8
2 Employees are open to the new organizational environmental changes	2.4	15.3	56.5	23.5	2.4
3 Our managers encourage employees involvement in quality Management practices	2.4	7.1	24.7	49.4	16.5
4 Feedback is encouraged for smooth running of the organizational quality activities		4.7	54.1	34.1	7.1
5 Managers demonstrate professionalism in the implementation of quality management systems		9.4	35.3	48.2	7.1
6 Managers develop and create a spirit of trust and innovation in the organization		16.5	50.6	28.2	4.7
7 Strategic thinking is encouraged to enhance development of employees		9.4	35.3	48.2	7.1
8 Maintaining a better organizational culture is a benefit to QMS	4.7	2.4	34.1	40.0	18.8
9 Managers embraces culture change during the implementation of quality management process		7.1	52.9	30.6	9.4
10 Team work is embraced in the quality management practices		7.1	25.9	52.9	14.1

4.6.3 Factor Analysis for Strategic Organizational Cultural Practices

The ten items measuring the independent variable Strategic Organizational Cultural Practices were subjected to a reliability test where a Cronbach's Alpha value of 0.888 was obtained. Hair *et al.* (2010) highlighted that Factor Analysis was necessary in research to test for construct validity and highlight variability among observed variables and to also check for any correlated variables in order to reduce redundancy in data. Factor analysis was then carried out on the ten items where the following results were obtained as shown on table 4.14. According to David *et al.* (2010), the general rule of the thumb for acceptable factor loading is 0.40 or above.

Table 4.14: Thresholds of the Independent Variable Strategic Organizational Cultural Practices

Statements	Factor loadings
1 Managers encourages positive values in our organization	.551
2 Employees are open to the new organizational environmental changes	.770
3 Our Managers encourage employees involvement in quality Management practices	.859
4 Feedback is encouraged for smooth running of the organizational quality activities	.702
5 Managers demonstrate professionalism in the implementation of quality management systems	.781
6 Managers develop and create a spirit of trust and innovation in the organization	.827
7 Strategic thinking is encouraged to enhance development of employees	.611
8 Maintaining a better organizational culture is a benefit to QMS	.498
9 Managers embraces culture change during the implementation of quality management process	.760
10 Team work is embraced in the quality management practices	.781

All the ten factors registered thresholds of above 0.40 and were thus considered for further statistical analysis.

4.6.4 Correlations Results for strategic organizational cultural practice factors versus implementation of quality management system for state corporations

The Pearson Correlation coefficient of strategic organizational cultural practice factors versus implementation of quality management system of state corporations was computed and established as 0.558 (p-value=0.000). From table 4.15 it could then be concluded that there is a moderate positive linear relationship between the two variables since the correlation coefficient is between 0.4 and 0.6 (Dancey and Reidy's, 2004) table 3.4 of categorization.

Table 4.15: Pearson Correlation of strategic organizational cultural practice factors versus implementation of quality management system of state corporations in Kenya

Variable		Strategic Organizational Cultural Practice	Implementation of Quality Management Systems
Strategic	Pearson Correlation	1	.558**
Organizational	Sig. (2-tailed)		.000
Cultural Practice	N	85	85
Implementation	of Pearson Correlation	.558**	1
Quality Management	Sig. (2-tailed)	.000	
Systems	N	85	85

** . Correlation is significant at the 0.01 level (2-tailed).

4.6.5 Regression Results for strategic organizational cultural practice factors versus implementation of quality management system in state corporations

The regression analysis shows a relationship $R=0.558$ and $R^2=0.311$. This meant that 31.1% of variation in the implementation of quality management systems can be explained by a unit change in strategic organizational cultural practice. The remaining percentage of 68.9% is explained by other variables namely, strategic leadership

practices, strategic planning practices, and strategic human resource management practices. This is shown in table 4.16.

Table 4.16: Model Summary for strategic organizational cultural practice factors versus implementation of QMS in state corporations

R	R Square	R Square
.558 ^a	.311	.303

.a. Predictors: (Constant), Strategic organizational cultural practice

To test the significance of regression relationship between strategic organizational cultural practices and implementation of quality management system for state corporations, the regression coefficients (β), the intercept (α), and the significance of all coefficients in the model were subjected to the t-test to test the null hypothesis that the coefficient is zero. The null hypothesis state that, β (beta) = 0, meaning there is no relationship between strategic organizational cultural practices and implementation of quality management system for state corporations in Kenya as the slope β (beta) = 0 (no relationship between the two variables). The results on the beta coefficient of the resulting model in table 4.17 shows that the constant $\alpha = 1.418$ is significantly different from 0, since the p- value = 0.000 is less than 0.05. The coefficient $\beta = 0.607$ is also significantly different from 0 with a p-value=0.000 which is less than 0.05.

This implies that the null hypothesis $\beta_1=0$ is rejected and the alternative hypothesis $\beta_1\neq 0$ is taken to hold implying that **the model $Y=1.418 +0.607$ (Strategic organizational cultural practices) + e, is significantly fit.** The model for implementation of quality management systems = $\alpha + \beta$ (Strategic organizational cultural practices) holds as suggested by the test above. This confirms that there is a positive linear relationship between strategic organizational cultural practices and implementation of quality management system for state corporations.

Table 4.17: Coefficient Results for Strategic organizational cultural practices and implementation of QMS in state corporations

Model	Coefficients ^a				T	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
1	(Constant)	1.418	.353		4.018	.000
	Strategic Organizational Cultural Practice	.607	.099	.558	6.126	.000

a. Dependent Variable: Implementation of Quality Management Systems

Further, F-test was carried out to test the null hypothesis that there is no relationship between Strategic organizational cultural practices and implementation of quality management system for state corporations. The ANOVA test in Table 4.18 shows that the significance of the F-statistics 0.000 is less than 0.05 meaning that null hypothesis is rejected and conclude that there is a relationship between Strategic organizational cultural practices and implementation of quality management system for state corporations.

Table 4.18: ANOVA Results for Strategic organizational cultural practices and implementation of quality management system in state corporations.

Model	ANOVA ^a					
	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	9.879	1	9.879	37.527	.000 ^b
	Residual	21.849	83	.263		
	Total	31.728	84			

a. Dependent Variable: Implementation of Quality Management Systems

b. Predictors: (Constant), Strategic Organizational Cultural Practice

4.7 Strategic Leadership Practices Analysis Results

Strategic Leadership Practices is the second independent variable in this study. In this section sample adequacy for Strategic Leadership Practices factors has been done followed by factor analysis. This is followed by descriptive and inferential statistics.

4.7.1 Sample Adequacy for Strategic Leadership Practices Factors

KMO and Bartlett's Test were conducted to test sample adequacy strategic leadership practices measures before factor analysis was carried out. The findings in Table 4.19 showed that the KMO for strategic leadership practices measures was 0.902 which was significantly high; that is greater than the critical level of significance of the test which was set at 0.5 (Field, 2000). In addition to the KMO test, the Bartlett's Test of Sphericity was also highly significant (Chi-square = 739.619 with 45 degrees of freedom, at $p < 0.05$). The results of the KMO and Bartlett's Test was significant at 0.000 provided an excellent justification for factor analysis to be conducted.

Table 4.19: KMO and Bartlett's Test for Strategic Leadership Practices factors

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.902
Bartlett's Test of Sphericity	Approx. Chi-Square		739.619
	Df		45
	Sig.		.000

4.7.2 Descriptive Analysis Results for Strategic Leadership Practices

The second objective was to evaluate the effects of strategic leadership practices on implementation of quality management systems on State Corporations. Results in Table 4.20 indicates that top management is committed to build trusting relationship to move employees to a desired direction as supported by 92.9% while 88.2% respondents agreed that managers ensures that employees are aware of the systems within your organization

to enhance guidance in the implementation of QMS Further 90.5% of the respondents agreed that managers ensure effective and efficient utilization of resources to support quality management process while 92.7% agreed that their organizations supports the practice of empowering employees to enhance smooth implementation of quality management systems. Managers frequently participate in QMS activities where review meetings were supported by 90.5% of the respondents while 85.9% of the respondents agreed that managers in their organization exercise visionary leadership roles in QMS process. The top management ensures quality objectives are established was evidenced by 95.3% of the respondents while 90.6% of the respondents pointed out that their organization are committed to ensure systems are in place for effective QMS implementation. Managers ensures good communication processes to facilitate effective quality management was supported by 85.8% response rate while 90.6% supported that organization management is committed to QMS development for effectiveness.

The findings are supported by Patrick (2011) in his study on quality management systems found out that as a result of good leadership and top management commitment in Egypt and South Africa, most food processing companies have embraced effective quality management systems such as ISO 9001:2008 and this has enabled them to achieve a competitive advantage in the global market hence leading to increased organization performance. Kosgei (2014) observed that lack of commitment by top management, inadequate training of staff and ineffective communication has been the major bottlenecks in implementing effective and efficient quality management systems in Kenya. Oruma *et al.* (2014) study on top leadership commitment on TQM practice found out that commitment of top leadership had a significant influence on TQM practice in the construction industry. Others studies observed that strategic leaders should be able to build trusting relationships to move people in a desired direction while empowering skilled individuals to interpret the environment and make decisions (Ancona, 2008; Goleman, 2010). Other researchers have argued that strategic leaders have capability to stop tasks that are distraction to the overall organizational vision and

able to trace organizations overlapping tasks to eliminate redundancy (Collins, 2001; Drucker, 2004; Goleman, 2010).

According to Manoj (2014), leadership is the driving force behind any successful organization and that to achieve quality control depends on the ability and attitude of the top management. There is need therefore for managers to understand the importance of effective leadership roles. Leader considers people as critical factor for success and should take leading role as a challenge for the organizational benefits. Mishra and Pandey (2013) argue that without better leadership people cannot imagine a great institution. Other researchers maintain that leadership responsibility for the quality management systems is key and should involve all employees ensuring the availability of resources to ensure improved service delivery is achieved for the realization of organization's vision and mission (Soltani, 2005; Ali & Abedalfatta 2012; Mishra & Pandey, 2013).

Table 4.20: Descriptive Analysis for effects of Strategic Leadership Practices

Statements	1	2	3	4	5
	No extent	Little extent	Some extent	Great extent	Very great extent
1 The top management is committed to build trusting relationship to move employees to a desired direction		7.1	48.2	28.2	16.5
2 The managers ensures that employees are aware of the systems within your organization to enhance guidance in the implementation of QMS		11.8	21.2	57.6	9.4
3 Managers ensure effective and efficient utilization of resources to support quality management process	2.4	7.1	38.8	35.3	16.5
4 Your organization supports the practice of empowering employees to enhance smooth implementation of quality management systems.		11.8	40.0	36.5	11.8
5 Managers frequently participate in QMS activities especially review meetings	2.4	4.7	43.5	30.6	18.8
6 Managers in your organization exercise visionary leadership roles in QMS process.		14.1	25.9	45.9	14.1
7 The top management ensures quality objectives are established		4.7	27.1	47.1	21.2
8 Your organization is committed to ensure systems are in place for effective QMS implementation		9.4	31.8	42.4	16.5
9 Managers ensures good communication processes to facilitate effective quality management	2.4	11.8	38.8	32.9	14.1
10 Organization management is committed to QMS development for effectiveness		9.4	35.3	43.5	11.8

4.7.3 Factor Analysis for Strategic Leadership Practice factors

The ten items measuring the independent variable Strategic Leadership Practices were subjected to a reliability test where a Cronbach's Alpha value of 0.938 was obtained. Factor analysis was then carried out on the ten items where the following results were obtained as shown on table 4.21. Hair *et al.* (2010) highlighted that Factor Analysis was necessary in research to test for construct validity and highlight variability among observed variables and to also check for any correlated variables in order to reduce redundancy in data. According to David *et al.* (2010), the general rule of the thumb for acceptable factor loading is 0.40 or above.

Table 4.21: Thresholds of the Independent Variable Strategic Leadership Practices Factors

Statements	Factor Loadings
1 The top management is committed to build trusting relationship to move employees to a desired direction	.595
2 The managers ensures that employees are aware of the systems within your organization to enhance guidance in the implementation of QMS	.790
3 Managers ensure effective and efficient utilization of resources to support quality management process	.630
4 Your organization supports the practice of empowering employees to enhance smooth implementation of quality management systems.	.783
5 Managers frequently participate in QMS activities especially review meetings	.784
6 Managers in your organization exercise visionary leadership roles in QMS process.	.903
7 The top management ensures quality objectives are established	.886
8 Your organization is committed to ensure systems are in place for effective QMS implementation	.838
9 Managers ensures good communication processes to facilitate effective quality management	.927
10 Organization management is committed to QMS development for effectiveness	.886

All the ten factors registered thresholds of above 0.40 and were thus considered for further statistical analysis.

4.7.4 Correlation Analysis for Strategic Leadership Practices versus Implementation of QMS in State Corporations

The Pearson Correlation coefficient of Strategic Leadership Practices versus implementation of quality management systems for state corporations was computed and established as 0.614 (p-value=0.000). From table 4.22, it can be concluded that there is a moderate positive linear relationship between the two variables since the correlation coefficient is between 0.4 and 0.6 according to Dancey and Reidy's (2004) categorization.

Table 4.22: Pearson Correlation of Strategic Leadership Practices versus Implementation of QMS for State Corporations

Variables		Correlations		
		Strategic Leadership Practice	Implementation of Quality Management Systems	
Strategic Leadership Practice	Pearson Correlation	1	.614**	
	Sig. (2-tailed)		.000	
	N	85	85	
Implementation of Quality Management Systems	Pearson Correlation	.614**	1	
	Sig. (2-tailed)	.000		
	N	85	85	

** . Correlation is significant at the 0.01 level (2-tailed).

4.7.5 Regression Analysis for Strategic Leadership Practices versus Implementation of Quality Management Systems in State Corporations

The regression analysis shows a relationship $R=0.614$ and $R^2=0.377$. This meant that 37.7% of variation in the implementation of quality management systems can be explained by a unit change in strategic leadership practices. The remaining percentage of 62.3% is explained by other variables namely, strategic organizational cultural practices,

strategic quality planning and strategic human resource management practices. This is shown in table 4.23.

Table 4.23: Model Summary for Strategic Leadership Practices versus Implementation of QMS in State Corporations

R	R Square	Adjusted R Square
.614 ^a	.377	.370

a. Predictors: (Constant), Strategic Leadership Practices

To test the significance of regression relationship between strategic leadership practices and implementation of quality systems, the regression coefficients (β), the intercept (α), and the significance of all coefficients in the model were subjected to the t-test to test the null hypothesis that the coefficient is zero. The null hypothesis state that, β (beta) = 0, meaning there is no relationship between Strategic Leadership Practices and implementation of quality systems as the slope β (beta) = 0 (no relationship between the two variables). The results on the beta coefficient of the resulting model in table 4.24 below shows that the constant $\alpha = 1.616$ is significantly different from 0, since the p-value = 0.000 is less than 0.05. The coefficient $\beta = 0.538$ is also significantly different from 0 with a p-value=0.000 which is less than 0.05.

This implies that the null hypothesis $\beta_1=0$ is rejected and the alternative hypothesis $\beta_1 \neq 0$ is taken to hold implying that the model $Y=1.616+0.538$ (Strategic Leadership Practices) + e, is significantly fit. The model of implementation of quality management systems = $\alpha + \beta$ (Strategic Leadership Practices) holds as suggested by the test above. This confirms that there is a positive linear relationship between Strategic Leadership Practices and implementation of quality systems

Table 4.24: Coefficients for Analysis for Strategic Leadership Practices versus Implementation of QMS

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.616	.278		5.807	.000
1 Strategic Leadership Practice	.538	.076	.614	7.091	.000

a. Dependent Variable: Implementation of Quality Management Systems

Further, F-test was carried out to test the null hypothesis that there is no relationship between Strategic Leadership Practices versus implementation of quality management systems. The ANOVA test in Table 4.25 indicate that the significance of the F-statistics 0.000 is less than 0.05 meaning that null hypothesis is rejected and conclude that there is a relationship between strategic leadership practices versus implementation of quality management systems.

Table 4.25: ANOVA for Strategic Leadership Practices versus Implementation of QMS

Model	ANOVA ^a				
	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	11.969	1	11.969	50.280	.000 ^b
Residual	19.758	83	.238		
Total	31.728	84			

a. Dependent Variable: Implementation of Quality Management Systems

b. Predictors: (Constant), Strategic Leadership Practice

4.8 Strategic Planning Practice Analysis Results

Strategic planning practice is the third independent variable in this study. In this section sample adequacy for Strategic planning practices factors has been done followed by factor analysis. This is followed by descriptive and inferential statistics.

4.8.1 Sample Adequacy for Strategic Planning Practice Factors

KMO and Bartlett's Test were conducted to test sample adequacy of Strategic planning practices measures before factor analysis was carried out. The findings in Table 4.26 showed that the KMO statistic for Strategic planning practices measures was 0.772 which was significantly high; that is greater than the critical level of significance of the test which was set at 0.5 (Field, 2000). In addition to the KMO test, the Bartlett's Test of Sphericity was also highly significant (Chi-square = 608.477 with 36 degrees of freedom, at $p < 0.05$) and significance level of 0.000. The results of the KMO and Bartlett's Test provided an excellent justification for factor analysis to be conducted.

Table 4.26: KMO and Bartlett's Test for Strategic Planning Practices Factors

KMO and Bartlett's Test			
Kaiser-Meyer-Olkin	Measure	of	Sampling
Adequacy.			.772
Bartlett's	Test	of	Approx. Chi-Square
Sphericity			456.712
		Df	45
		Sig.	.000

4.8.2 Descriptive Results for Strategic Planning Practices

The third objective was to evaluate the effects of strategic planning practices on implementation of quality management systems for state corporations in Kenya. Results in table 4.27 indicated that majority of the respondents 97.6% agreed that the quality of their company is based on long term planning while 95.3% respondents agreed that

managers communicate visions and goals to employees in their organization to enhance a common understanding in quality practices. 97.6% of the respondents pointed out that their strategic plan supports the organization vision and mission while 88.2% of the respondents agreed that their managers are trained frequently in quality management practices. Further, 57.7% of the respondent agreed that employees are rewarded for quality improvement suggestions and that training employees how to implement quality practices is frequently done as supported by 74.1% response rate. Majority respondents, 92.9% also agreed that their company has a very good quality assurance systems supported by 85% who pointed out that feedback is also encouraged in their organizations to enhance practices on implementation of quality management systems. Managers make efforts to ensure quality goals and policies are understood in the departments was supported by 95.3% of the respondents while 90.6 % of the respondent agreed that the managers actively participate in quality improvement processes. Based on the response rate of most of the issues it can be concluded that strategic quality planning practices has significantly played a positive role in the implementation of strategic quality management systems.

The study findings are supported by Mobegi and Ondigi (2011) study on TQM implementation in Gucha District, who revealed that there was insufficient planning in preparation of TQM implementation processes. The authors argued that inadequate planning which neglected employees' role resulted to resistance and insubordination of the workforce which was a great threat to the accomplishment of effective TQM implementation processes. Good planning facilitates the application of international standards which benefits and supports sustainable development. Mudassar and Hummayoun (2014) observed that strategic planning is considered one of the most important features of the modern management and hence need for managers to communicate well the organization's vision and goals to everyone. Sadikoglu and Olcay (2014) argued that strategic planning involves entire organization to preparing for change and new challenges, shift of emphasis from control and conformance to total quality management at every level of the organization, creating strong focus on

customer-driven goals, involving everyone and stressing the importance of taking action in implementing and maintaining the quality management systems, hence need for the plan to be done smartly in order to achieve the goals. Further, Sadikoglu and Olcay (2014) observed that managers need to know that inadequate planning in total quality management that neglects employees' role will result to resistance and insubordination of the workforce which is a great threat to the accomplishment of effective TQM implementation processes (Mobegi *et al.*, 2010). Other studies have found out that in order to achieve effective strategic planning efforts, employees should be involved in developing the vision, mission, strategies, and objectives to enhance ownership of strategic quality plans. In order to achieve successful strategic planning efforts, managers have to take into account the possible side effects of the plan to the environment. This will manifest and improve social responsibility of the firm (Phan *et al.*, 2011; Obeng & Ugboro, 2008).

Table 4.27: Descriptive results for effects of Strategic Planning Practices on Implementation of QMS

Statements	1	2	3	4	5
	No extent	Little extent	Some extent	Great extent	Very great extent
1 The quality of our company is based on long term planning		2.4	38.8	44.7	14.1
2 Managers communicate visions and goals to employees in our organization to enhance a common understanding in quality practices		4.7	44.7	41.2	9.4
3 Our strategic plan supports the organization vision and mission		2.4	24.7	54.1	18.8
4 Our managers are trained frequently in quality management practices	2.4	9.4	38.8	44.7	4.7
5 Our employees are rewarded for quality improvement suggestions	18.8	23.5	40.0	15.3	2.4
6 We train our employees how to implement quality practices frequently	2.4	23.5	30.6	41.2	2.4
7 Our company has a very good quality assurance systems	2.4	4.7	16.5	40.0	36.25
8 Feedback is encouraged in our organizations to enhance practices on implementation of quality management systems		14.1	36.5	44.7	4.7
9 We make an effort in making quality goals and policies understood in the departments of our company		4.7	44.7	41.2	9.4
10 Our managers actively participate in quality improvement processes		9.4	38.8	49.4	2.47

4.8.3. Factor Analysis for Strategic Planning Practices

The ten items measuring the independent variable Strategic planning practices were subjected to a reliability test where a Cronbach's Alpha value of 0.879 was obtained. Hair *et al.* (2010) highlighted that factor analysis was necessary in research to test for construct validity and highlight variability among observed variables and to also check

for any correlated variables in order to reduce redundancy in data. Factor analysis was then carried out on the ten items where the following results were obtained (table 4.28). According to David *et al.* (2010), the general rule of the thumb for acceptable factor loading is 0.40 or above.

Table 4.28: Thresholds of the Independent Variable Strategic Planning Practices Factors

Statements	Factor Loadings
1 The quality of our company is based on long term planning	.712
2 Managers communicate visions and goals to employees in our organization to enhance a common understanding in quality practices	.715
3 The strategic plan supports the organization vision and mission	.687
4 Managers are trained frequently in quality management practices	.641
5 Employees are rewarded for quality improvement suggestions	.671
6 Employees are trained how to implement quality practices frequently	.682
7 Our company has a very good quality assurance systems	.557
8 Feedback is encouraged in our organizations to enhance practices on implementation of quality management systems	.530
9 Managers make efforts in to ensure quality goals and policies are understood in the departments.	.688
10 Managers actively participate in quality improvement processes	.641

All the ten factors registered thresholds of above 0.4 and were thus considered for further statistical analysis.

4.8.4 Correlation Analysis for Strategic Planning Practices

The Pearson Correlation coefficient of Strategic Planning Practices versus Implementation of Quality Management Systems was computed and established as 0.717 (p-value=0.000). From table 4.29, it could then be concluded that there is a

moderate positive linear relationship between the two variables since the correlation coefficient is between 0.4 and 0.6 according to Dancey and Reidy's (2004) categorization.

Table 4.29: Pearson Correlation of Strategic Planning Practices versus Implementation of QMS

		Correlations	
Variables		Strategic Planning Practice	Implementation of Quality Management Systems
Strategic Planning Practice	Pearson Correlation	1	.717**
	Sig. (2-tailed)		.000
	N	85	85
Implementation of Quality Management Systems	Pearson Correlation	.717**	1
	Sig. (2-tailed)	.000	
	N	85	85

** . Correlation is significant at the 0.01 level (2-tailed).

4.8.5 Regression Analysis Results for Strategic Planning Practices

The regression analysis shows a relationship $R=0.7179$ and $R^2=0.514$. This meant that 51.4% of variation in the implementation of quality management systems can be explained by a unit change in strategic planning practices. The remaining percentage of 48.6 % is explained by other variables namely, strategic organizational cultural practices, strategic leadership practices, and strategic human resource management practices. This is shown in table 4.30.

Table 4.30: Model Summary for Strategic Planning Practices versus Implementation of QMS

R	R Square	Adjusted R Square
.7179 ^a	.514	.508

a. Predictors: (Constant), Strategic Planning Practices

To test the significance of regression relationship between Strategic Planning Practices versus Implementation of Quality Management Systems, the regression coefficients (β), the intercept (α), and the significance of all coefficients in the model were subjected to the t-test to test the null hypothesis that the coefficient is zero. The null hypothesis state that, β (beta) = 0, meaning there is no relationship between strategic planning practices and implementation of quality management systems as the slope β (beta) = 0 (no relationship between the two variables). The results on the beta coefficient of the resulting model in table 4.31 shows that the constant $\alpha = 0.886$ is significantly different from 0, since the p- value = 0.000 is less than 0.05. The coefficient $\beta = 0.790$ is also significantly different from 0 with a p-value=0.000 which is less than 0.05.

This implies that the null hypothesis $\beta_1=0$ is rejected and the alternative hypothesis $\beta_1 \neq 0$ is taken to hold implying that the model $Y=0.886+0.790$ (strategic planning practices) + e, is significantly fit. The model implementation of quality management systems = $\alpha + \beta$ (strategic planning practices) holds as suggested by the test above. This confirms that there is a positive linear relationship between strategic planning practices and implementation of quality management systems.

Table 4.31: Relationship between Strategic Planning Practices versus Implementation of QMS

Model	Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.886	.288		3.072	.003
	Strategic Planning Practice	.790	.084	.717	9.376	.000

a. Dependent Variable: Implementation of Quality Management Systems

Further, F-test was carried out to test the null hypothesis that there is no relationship between strategic planning practices and implementation of quality management systems. The ANOVA test in Table 4.32 shows that the significance of the F-statistics 0.000 is less than 0.05 meaning that null hypothesis is rejected and conclude that there is a relationship between planning practices and implementation of quality management systems.

Table 4.32: ANOVA Results Strategic Planning Practices and Implementation of QMS

Model	ANOVA ^a					
	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	16.319	1	16.319	87.902	.000 ^b
	Residual	15.409	83	.186		
	Total	31.728	84			

a. Dependent Variable: Implementation of Quality Management Systems

b. Predictors: (Constant), Strategic Planning Practice

4.9 Strategic Human Resource Management Practices

Strategic human resource management practice is the fourth independent variable in this study. In this section, it presents the sample adequacy, descriptive analysis, factor analysis and inferential statistics for strategic human resource management practice factors

4.9.1 Strategic Human Resource Management Practices Sample Adequacy

KMO and Bartlett's Test were conducted to test sample adequacy for strategic human resource management practices measures before factor analysis was carried out. The findings in Table 4.33 showed that the KMO statistic for strategic human resource management practice factors measures was 0.811 which was significantly high; that is greater than the critical level of significance of the test which was set at 0.5 (Field, 2000). In addition to the KMO test, the Bartlett's Test of Sphericity was also highly significant (Chi-square = 500.504 with 45 degrees of freedom, at $p < 0.05$) and significance level of 0.000. The results provided an excellent justification for factor analysis to be conducted.

Table 4.33: KMO and Bartlett's Test for Strategic Human Resource Management Practices Factors

KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.811
Bartlett's Test of Sphericity	Approx. Chi-Square		500.504
	Df		45
	Sig.		.000

4.9.2 Descriptive Analysis Results for Strategic Human Resource Management

Practices Factors

The fourth objective was to evaluate the effects of strategic human resource management practices on implementation of quality management systems for state corporations in Kenya. Result in Table 4.34 indicated that majority of the respondents 93.0 % agreed that effective management of human resource enhances organization achieve competitive advantage while 81.2% respondents supported that managers rewards employees after successful training in QMS. Trained employees in value knowledge and skills acquired, hence put into practice to enhance smooth implementation of QMS as supported by 88.2% response rate while 67.1% respondents observed that recognition and motivation of employees in the QMS process is practiced by the organization. 88.2% of the respondent agreed that managers in their organization are aware that empowerment of employees is part of total quality management philosophy to be able to solve quality problems while 87.9 % of the respondents agreed that employees in their organization embrace teamwork synergies for effective management of resources and that training contributes to effective implementation of quality management systems as evidenced by 97.6% of the respondents. 72.9% of the respondents supported that human resource management facilitates employee's development while 85.9% of the respondent agreed that Management of human resource is key to facilitate effective coordination of QMS activities. However, 88.2% of the respondents agreed that mindsets shifts enhances employees efforts to achieve greater performance improvement.

The study findings are supported by Seng and Ooi (2014) who conducted a study on barriers to TQM implementation in Malaysia. Their study found that most organisations were suffering from lack of skilled staff in the process of TQM implementation and concluded that unskilled staff is a significant barrier in the implementation process. In a study conducted on ISO 9001 certified Malaysian service organisation, results recommended that employee training should be conducted on a continuous basis to improve people's understanding of the ISO 9001. The organization should also

determine and manage the work environment needed to achieve conformity to product requirements (ISO 9000 2008). In this way, the organization should develop and maintain good housekeeping and staff needs to have the requisite knowledge on how to perform their job efficiently and effectively (Seng & Ooi, 2014). Hadi and Adavi (2016) conducted a study in Iraq on the barriers in implementing TQM on organizations. The research revealed that most organisations were experiencing lack of skillful workers in the process of TQM implementation leading to poor organization performance. It is through education and training that people who knew how to work hard, learn how to also work smart (Geotsch & Davis, 2010). Employees in the organizations also have to embrace team work approach for synergy. In traditional managed organizations, the best competitive efforts are often among departments within the organizations, internal competition tends to use energy that should be focused on improving quality and external competitiveness (Geotsch & Davis, 2010). Total quality management stresses that quality is an organizational effort. To facilitate the solving of quality problems, it places great emphasis on team work. Using techniques such as brainstorming, discussion, quality control tools and teams work regularly to correct problems.

Other studies that managers need to support asserts that human capital is the most critical component of strategic success for many organizations and in order to developing an effective human resource system, it is key to analyse the competitive business environment (Omondi *et al.*, 2011). Alghamdi (2016) in a study on human resources barriers, noted that poor training of staff, lack of encouragement and satisfaction to staff, lack of recognition and appreciation of staff's success impacted negatively to successful implementation of total quality management. Cania (2014, argued that organizations need to consider human resource as a tool to gain competitive advantage needed to create appropriate policies and practices.

Table 4.34: Descriptive Analysis for effects of Strategic Human Resource Practices on Implementation of QMS

Statements	1	2	3	4	5
	No extent	Little extent	Some extent	Great extent	Very great extent
1 Effective management of human resource enhances organization achieve competitive advantage	2.4	4.7	41.2	42.4	9.4
2 Managers rewards employees equitably after successful extensive training in QMS		18.8	28.2	41.2	11.8
3 Trained employees value knowledge and skills acquired, hence put into practices to enhance smooth QMS implementation		11.8	49.4	36.5	2.4
4 Recognition and motivation of employees in the QMS process is practiced by the organization	14.1	18.8	40.0	24.7	2.4
5 Managers in your organize are aware that empowerment of employees is part of total quality management philosophy to be able to solve quality problems	2.4	9.4	41.2	40.0	7.1
6 Employees in your organization embrace teamwork synergies for effective management of resources	2.4	10.6	41.2	40.0	7.1
7 Extensive training contributes to effective implementation of quality management systems		2.4	22.4	54.1	21.2
8 Human resource management facilitates employees development	2.4	24.7	41.2	24.7	7.1
9 Management of human resource is key to facilitate effective coordination of QMS activities		14.1	27.1	42.4	16.5
10 Mindsets shifts enhances employees efforts to achieve greater performance improvement		11.8	34.1	44.7	9.4

4.9.3 Strategic Human Resource Management Practices Factors Analysis Results

The ten items measuring the independent variable strategic human resource management practices were subjected to a reliability test where a Cronbach's Alpha value of 0.892 was obtained. Hair *et. al.* (2010) highlighted that factor analysis was necessary in research to test for construct validity and highlight variability among observed variables and to also check for any correlated variables in order to reduce redundancy in data. Factor analysis was then carried out on the ten items where the following results were obtained as shown in table 4.35. According to David *et al.* (2010), the general rule of the thumb for acceptable factor loading is 0.40 or above.

Table 4.35: Thresholds of the Independent Variable Strategic Human Resource Management Practices

Statements	Factor Loadings
1 Effective management of human resource enhances organization achieve competitive advantage	.693
2 Managers rewards employees after successful training in QMS	.818
3 Trained employees value knowledge and skills acquired, hence put into practices to enhance smooth QMS implementation	.776
4 Recognition and motivation of employees in the QMS process is practiced by the organization	.862
5 Managers in your organize are aware that empowerment of employees is part of total quality management philosophy to be able to solve quality problems	.784
6 Employees in your organization embrace teamwork synergies for effective management of resources	.451
7 Extensive training contributes to effective implementation of quality management systems	.821
8 Human resource management facilitates employees development	.636
9 Management of human resource is key to facilitate effective coordination of QMS activities	.855
10 Mindsets shifts enhances employees efforts to achieve greater performance improvement	.760

All the ten factors registered thresholds of above 0.4 and were thus considered for further statistical analysis.

4.9.4 Correlation Results for Strategic Human Resource Practices

The Pearson Correlation coefficient of strategic human resource practices versus implementation of quality management systems was computed and established as 0.723 (p-value=0.000). From table 4.36 it could then be concluded that there is a strong positive linear relationship between the two variables since the correlation coefficient is between 0.7 and 0.9 according to Dancey and Reidy's (2004) categorization.

Table 4.36: Pearson Correlation of Strategic Human Resource Practices on Implementation of Quality Management Systems

Variables		Strategic Human Resource Management Practice	Implementation of Quality Management Systems
Strategic Human Resource Management Practice	Pearson Correlation	1	.723**
	Sig. (2-tailed)		.000
	N	85	85
Implementation of Quality Management Systems	Pearson Correlation	.723**	1
	Sig. (2-tailed)	.000	
	N	85	85

** . Correlation is significant at the 0.01 level (2-tailed).

4.9.5 Regression Analysis Results for Strategic Human Resource Practices

The regression analysis shows a relationship $R=0.723$ and $R^2=0.523$. This meant that 52.3.9% of variation in the implementation of quality management systems can be explained by a unit change in strategic human resource practices. The remaining percentage of 47.7% is explained by other variables namely, strategic organizational

cultural practices, Strategic leadership practices and strategic planning practices. This is shown in table 4.37.

Table 4.37 Model Summary for Strategic Human Resource Practices on Implementation of Quality Management Systems

R	R Square	Adjusted R Square
.723. ^a	.523	.517

a. Predictors: (Constant), Strategic Human Resource Practices

To test the significance of regression relationship between strategic human resource practice and implementation of quality systems the regression coefficients (β), the intercept (α), and the significance of all coefficients in the model were subjected to the t-test to test the null hypothesis that the coefficient is zero. The null hypothesis state that, β (beta) = 0, meaning there is no relationship between Strategic Human Resource Practices on Implementation of Quality Management Systems as the slope β (beta) = 0 (no relationship between the two variables). The results on the beta coefficient of the resulting model in table 4.38 shows that the constant $\alpha = 1.93$ is significantly different from 0, since the p- value = 0.000 is less than 0.05. The coefficient $\beta = 0.698$ is also significantly different from 0 with a p-value=0.000 which is less than 0.05.

This implies that the null hypothesis $\beta_1=0$ is rejected and the alternative hypothesis $\beta_1 \neq 0$ is taken to hold implying that the model $Y=1.93+0.714$ (strategic human resource practices) + e, is significantly fit. The model Implementation of quality systems = $\alpha + \beta$ (strategic human resource practices) holds as suggested by the test above. This confirms that there is a positive linear relationship between Strategic Human Resource Practices and Implementation of Quality Management Systems.

Table 4.38: Relationship between Strategic Human Resource Management (SHRM) Practices and Implementation of Quality Management Systems

		Coefficients ^a			T	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.193	.252		4.739	.000
	SHRM Practice	.714	.075	.723	9.536	.000

a. Dependent Variable: Implementation of Quality Management Systems

Further, F-test was carried out to test the null hypothesis that there is no relationship between Strategic Human Resource Practices and Implementation of Quality Management Systems. The ANOVA test in Table 4.39 shows that the significance of the F-statistic 0.000 is less than 0.05 meaning that null hypothesis is rejected and conclude that there is a relationship between Strategic Human Resource Practices and Implementation of Quality Management Systems.

Table 4.39: ANOVA Results Strategic Human Resource Practices and Implementation of QMS

		ANOVA ^a				Sig.
Model		Sum of Squares	df	Mean Square	F	
1	Regression	16.588	1	16.588	90.943	.000 ^b
	Residual	15.139	83	.182		
	Total	31.728	84			

a. Dependent Variable: Implementation of Quality Management Systems

b. Predictors: (Constant), Strategic Human Resource Management Practice

4.10 Correlation Results for all Independent Variables versus Dependent Variable

The Pearson Correlation coefficient of all independent variables versus dependent variable, implementation of quality management systems was computed and established as 0.593 for strategic organizational cultural Practice, 0.559 for strategic leadership practices, 0.548 for strategic planning, and 0.558 for strategic human resource management practices all with (p-value=0.000). From table 4.40 it could then be concluded that there is a moderate positive linear relationship between the all independent variables and dependent variable, Implementation of Quality Management Systems since the correlation coefficient is between 0.4 and 0.6 according to Dancey and Reidy's (2004) categorization table 3.4.

Table 4.40: Correlation Results all Independent Variables versus Dependent Variable

Variables		Strategic Organizational Cultural Practice	Strategic Leadership Practice	Strategic Planning Practice	Strategic Human Resource Management Practice	Implementatio n of Quality Management Systems
Strategic Organizational Cultural Practice	Pearson Correlation Sig. (2- tailed) N	1 85				
Strategic Leadership Practice	Pearson Correlation Sig. (2- tailed) N	.593** .000 85	1 85			
Strategic Planning Practice	Pearson Correlation Sig. (2- tailed) N	.559** .000 85	.759** .000 85	1 85		
Strategic Human Resource Management Practice	Pearson Correlation Sig. (2- tailed) N	.548** .000 85	.580** .000 85	.691** .000 85	1 85	
Implementatio n of Quality Management Systems	Pearson Correlation Sig. (2- tailed) N	.558** .000 85	.614** .000 85	.717** .000 85	.723** .000 85	1 85

** . Correlation is significant at the 0.01 level (2-tailed).

4.11 Regression Analysis Results for all Independent variables versus Dependent variable

The regression analysis shows a relationship $R=0.792$ and $R^2=0.627$. This meant that 79.2 % of variation in the implementation of quality management systems can be explained by a unit change of all independent variables (strategic organizational cultural

practices, strategic leadership practices, strategic planning practices and strategic human resource management practices). The remaining percentage of 20.8% is explained by other variables not captured but represented by the error term (e). The results are presented on Table 4.41.

Table 4.41: Regression Analysis Results for all Independent variables Vs Dependent

Model	R	R Square	Adjusted R Square
1	.792 ^a	.627	.608

a. Predictors: (Constant), Strategic Human Resource Management Practice, Strategic Organizational Cultural Practice, Strategic Leadership Practice, Strategic Planning Practice

To test the significance of regression relationship between independent variables and dependent variable, implementation of quality systems the regression coefficients (β), the intercept (α), and the significance of all coefficients in the model were subjected to the t-test to test the null hypothesis that the coefficient is zero. The null hypothesis state that, β (beta) = 0, meaning there is no relationship between strategic human management practices and implementation of quality management systems as the slope β (beta) = 0 (no relationship between the two variables). The results on the beta coefficient of the resulting model in table 4.42 shows that the constant $\alpha = 0.381$ is significantly different from 0, since the p- value = 0.000 is less than 0.05. The coefficient $\beta = 0.698$ is also significantly different from 0 with a p-value=0.000 which is less than 0.05.

This implies that the null hypothesis $\beta_1=0$ is rejected and the alternative hypothesis $\beta_1 \neq 0$ is taken to hold implying that the model $Y = 0.381 + 0.132 X_1 + 0.057 X_2 + 0.364 X_3 + 0.386 X_4 + \varepsilon$ (where: X_1 = Strategic organizational cultural practice, X_2 = Strategic leadership practice, X_3 = Strategic planning practice, X_4 = Strategic human resource

management practice and ε = error term) is significantly fit. The model implementation of quality systems = $\beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$ holds as suggested by the test above. This confirms that there is a positive linear relationship between strategic management practices and implementation of quality management systems.

Table 4.42: Relationship between Independent Variables versus Dependent Variable

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
(Constant)	.381	.296		1.284	.000
Strategic Organizational Cultural Practice	.132	.097	.121	1.352	.000
1 Strategic Leadership Practice	.057	.097	.065	.585	.000
Strategic Planning Practice	.364	.131	.331	2.772	.000
Strategic Human Resource Management Practice	.386	.097	.391	3.986	.000

a. Dependent Variable: Implementation of Quality Management Systems

Further, F-test was carried out to test the null hypothesis that there is no relationship between strategic management practices and implementation of quality management systems. The ANOVA test in Table 4.43 shows that the significance of the F-statistic 0.000 is less than 0.05 meaning that null hypothesis was rejected and concluded that there is a relationship between strategic management practices and implementation of quality management systems.

Table 4.43: ANOVA Results for Independent Variables Versus Dependent Variable

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	19.893	4	4.973	33.620	.000 ^b
Residual	11.834	80	.148		
Total	31.728	84			

a. Dependent Variable: Implementation of Quality Management Systems

b. Predictors: (Constant), Strategic Human Resource Management Practice, Strategic Organizational Cultural Practice, Strategic Leadership Practice, Strategic Planning Practice

4.12 Discussions of the Key Findings

This section discusses the research findings presented in the previous sections based on the objective and hypothesis of the study. The general objective of the study was to examine the effects of strategic management practices on the implementation of quality management systems of state corporations. The specific variables in the study were strategic organizational cultural practices, strategic leadership practices, strategic quality planning practices and strategic human resource management practices.

4.12.1 Strategic Organizational Cultural Practices

The assessment of strategic organizational cultural practice was done using ten items on a 5 point likert scale. The majority of the respondents 80% agreed on the factors and the study concluded that strategic organizational cultural practices significantly contribute to effective implementation of quality management systems. The ten items for strategic cultural practices were subjected to a reliability test and a Cronbach Alpha value of 0.888 was obtained. Further, the ten items were subjected to factor analysis where the

results of all items indicated factor loading of above 0.498. Factor loading for item three was the highest at 0.859 followed by factor for item six which recorded 0.828 concluding that all factors were acceptable. The correlation analysis was done to compute the correlation between strategic organizational cultural practice and implementation of quality management systems and a value of 0.558 (p-value=0.000) was obtained. This confirmed a moderate positive linear relationship for the two variables since the correlation coefficient. The regression analysis R squared of 0.311 which was an indication that 31.1% variation in the implementation of quality management systems can be explained by a unit change in strategic organizational cultural practice an indication of positive relationship between the two variables. Further, a test of significance on regression model, the constant $a=1.418$ was significantly different from zero p-value=0.000 is less than 0.05. The coefficient beta was 0.607 is also significant different from zero. The ANOVA test was done and the null hypothesis was rejected and alternative hypothesis taken to conclude that there is a positive linear relationship between strategic organizational cultural practice and implementation of quality management system in state corporations at Mombasa County in Kenya. The findings are supported by various authors who argued that for an organization to develop, it must follow a modern culture for improvement on a regular basis (Sharma, Gupta & Singh 2014). Karim & Kadir 2012) emphasized that in order for organizations to successfully achieve implementation of TQM and improved performance, managers need to carefully evaluate the values and current culture fields to develop the practical plans and necessary policies for the creation of environment and cultural atmosphere.

4.12.2 Strategic Leadership Practices

The assessment of strategic leadership practice was done using ten items on a five point likert scale. The majority of the respondents above 85% agreed on the items and the study concluded that strategic leadership practices significantly affect implementation of quality management systems. The ten items for strategic leadership were subjected to a reliability test and a Cronbach Alpha value of 0.938 was obtained. Factor analysis test

was further done on all the ten items which registered a factor loading of above 0.40 therefore considered for analysis as they met the threshold. Factor loading for item six was the highest at 0.927 followed by factor for item seven and 10 which had 0.886 respectively concluding that all factors were acceptable and considered for further analysis. Pearson correlation coefficient was used to compute the correlation for strategic leadership and results established as 0.614 (p-value=0.000). This is an indication of a moderate positive linear relationship between the two variables since the correlation coefficient fell between 0.4 and 0.6. The regression analysis shows a relationship $R^2=0.377$ meaning that 37.7% of variation in the implementation of quality management systems can be explained by a unit change in strategic leadership practices. Further, a test was done to test the null hypothesis that there is no relationship between strategic leadership and implementation of quality management systems. This was supported by F-statistics 0.000 is less than 0.05 meaning the null hypothesis was rejected and the alternative hypothesis taken to conclude that there is a relationship between strategic leadership practices and implementation of quality management systems. The findings are supported by various authors who observed that leadership is the driving force behind any successful organization and that to achieve quality control depends on the ability and attitude of the top management (Manoj, 2014). Other researchers maintain that leadership responsibility for the quality management systems is key and should involve all employees. Managers must ensure the availability of resources to achieve improved service delivery and realization of organization's vision and mission (Soltani, 2005; Ali & Abedalfatta 2012; Mishra & Pandey, 2013).

4.12.3 Strategic Planning Practices

The assessment of strategic planning practice was done using factors scale on a five point likert scale. The majority of the respondents ranging between 57.7 and 97.6 % agreed on the items and the study concluded that strategic planning practices significantly played a positive role on implementation of quality management systems. The ten items measuring strategic planning practice were subjected to a reliability test where a Cronbach Alpha value of 0.879 was obtained. Factor analysis test was further

done on all the ten items which registered a factor loading of above 0.40 therefore considered for further analysis as they met the threshold. From the study, it was noted that factor loadings ranges from 0.530 for item eight to the highest being item two with 0.715. Pearson correlation coefficient was used to compute the correlation between strategic planning practices on implementation of quality management systems. The results were established as 0.717 (p-value=0.000) and concluded that there is a moderate positive linear relationship between the two variables since the correlation coefficient was between 0.4 and 0.6 according to Dancey and Reidy's (2014). The regression analysis showed a relationship of $R^2=0.514$ meaning that 51.4% of variation in the implementation of quality management systems can be explained by a unit change in strategic planning practices. Further, a test of significance was carried out where all the coefficient of the model was subjected to a t-test to test the null hypothesis that the coefficient is zero. The results of the beta coefficient shows a constant $a=0.886$, an indication that it is significantly different from zero since the p-value=0.000 which is less than 0.05. The null hypothesis was therefore rejected and alternative hypothesis taken concluding that there is a relationship between strategic planning practices and implementation of quality management systems. The findings were supported by various authors who observed the importance and key role of strategic planning in the organization. Mudassar and Hummayoun, (2014) found out that that strategic planning is one of the most important features of the modern management and hence the need for managers to communicate well the organization's vision and goals to everyone. Sadikoglu and Olcay (2014) argued that strategic planning helps prepare organization for changes in the environment and that good planning will help an organization to create a strong focus on customer-driven goals. Mobegi *et al.* (2010) also found out that in order to achieve effective strategic planning efforts, employees should be involved in developing the vision, mission, strategies, and objectives to enhance ownership of strategic quality plans.

4.12.4 Strategic Human Resource Management Practice

Assessment of strategic human resource management practice was done using ten items on a five point likert scale. The majority of the respondents on eight items recorded 80% and above agreed on statements. A conclusion was therefore drawn that strategic human resource management practices significantly affect the implementation of quality management systems. The ten items measurements of strategic leadership were subjected to a reliability test where a Cronbach Alpha value of 0.892 was obtained. Factor analysis test was further done on all the ten items which registered a factor loading of above 0.40 therefore considered for further analysis as they met the threshold. From the study, it was noted that factor loadings ranges from 0.451 for item 6 to the highest being item four with 0.862. Further, Pearson Correlation coefficient was carried out to compute the correlation of the strategic human resource management practices on implementation of quality management systems. The results were established as 0.723 (p-value=0.000) leading to the conclusion that there is a strong positive linear relationship between the two variables. In this study the regression analysis shows a relationship $R^2=0.523$ meaning that 52.3.9% of variation in the implementation of quality management systems can be explained by a unit change in strategic human resource practices. A further test of significant was carried out where all the coefficient of the model was subjected to a t-test to test the null hypothesis that the coefficient is zero. The results of the beta coefficient shows a constant $a=1.93$, an indication that it is significantly different from zero since the p-value=0.000 which is less than 0.05. The null hypothesis was therefore rejected and alternative hypothesis taken because the f-statistic test 0.000 is less than 0.05 concluding that there is a relationship between strategic human resource management practices and implementation of quality management systems. The findings are supported by various authors (Njihia *et al.*, 2013) observed strategic human capital as one of the organization drivers which helps the organization in monitoring performance, identifying the areas that need attention, by enhancing motivation, improving communication and strengthening accountability. Mello (2006) found out that the need to take a strategic approach would help

organization to focusing more on strategic issues than operational issues and also helps in creating appropriate opportunities and preventing the potential threats. Other studies that managers need to support asserts that human capital is the most critical component of strategic success for many organizations and in order to developing an effective human resource system, it is key to analyse the competitive business environment (Omondi *et al.*, 2011). Cania (2014, argued that organizations need to consider human resource as a tool to gain competitive advantage needed to create appropriate policies and practices.

On the relationship between all independent variables and the dependent variables, the coefficient of determination R squared and correlation coefficient (r) show the degree of association between the independent variables and the dependent variable. The results of the multiple regression have shown $R^2=0.627$ and adjusted $R=0.792$. This therefore is an indication that there is a strong relationship between independent variables and the implementation of quality management systems. The model summary in table 4.38 shows adjusted $R^2=0.627$ which is an indication that the strategic management practices describe a 62.7% of implementation of quality management systems of state corporations in Kenya. Further, support from the significance of the F-statistic 0.000 is less than 0.05 meaning that all null hypothesis was rejected to conclude that there is a relationship between strategic management practices and implementation of quality management systems.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents major findings of the study, relevant conclusions and recommendations. The study sought to examine the effects of strategic management practices on quality management systems with specific objectives which include strategic organizational cultural practice, strategic leadership practice, strategic planning practice and strategic human resource management practice. The summary is done in line with the objectives of the study. The study conclusions were logically deduced from the analysis of the data and each recommendation emanate from the findings and conclusions.

5.2 Summary of the Findings

This section summarizes the findings of the study as per the objectives. The findings were supported by frequencies of the responses from the respondents in form of percentages as presented in chapter four.

5.2.1 Strategic Organizational Cultural Practice and the Implementation of Quality Management Systems

The first objective of the study was to establish the effects strategic organizational cultural practice on the implementation of quality management systems for State Corporations in Kenya. Descriptive statistics and parametric analysis (regression and correlation) were used to arrive at the findings. The study found out that strategic organizational cultural practice had a moderate positive linear relationship on the implementation of quality management systems (table 4.15). The overall response from the respondents regarding strategic organizational cultural practice indicated that majority of the respondents agreed that strategic organizational cultural practice affect

the implementation of quality management systems. Reliability tests showed that all the coefficient of the constructs were positive and significant as they registered threshold of above 0.40 (table 4.14). The regression analysis revealed a significant relationship variation in the implementation of quality management systems which can be explained by a unit change in strategic organizational cultural practice (table 4.16). The null hypothesis was rejected to hold that strategic organizational cultural practice has significant effect on implementation of quality management systems of State Corporations in Kenya.

5.2.2 Strategic Leadership Practice and the Implementation of Quality Management Systems

Strategic leadership practice was the second independent variable in this study. The objective was to evaluate the effects of strategic leadership practice on implementation of quality management systems in state corporations. Descriptive statistics and parametric analysis (regression and correlation) were used to arrive at the findings. The study found out that strategic leadership practice had a moderate positive linear relationship on the implementation of quality management systems (table 4.22). The overall response from the respondents regarding strategic leadership practice indicated that majority of the respondents agreed that strategic leadership practice affect the implementation of quality management systems. Reliability tests showed that all the coefficient of the constructs were positive and significant as they all registered threshold of above 0.40 (Table 4.21). The regression analysis had a significant variation in the implementation of quality management systems which could be explained by a unit change in strategic leadership practices (table 4.23). The null hypothesis was therefore rejected and alternative hypothesis was accepted to hold that there is a relationship between strategic leadership practice and implementation of quality management systems.

5.2.3 Strategic Planning Practices and the Implementation of Quality Management Systems

The third objective was to evaluate the effects of strategic planning practices on implementation of quality management systems for state corporations in Kenya. Descriptive statistics and parametric analysis (regression and correlation) were used to arrive at the findings. The study found out that strategic planning practice had a moderate positive linear relationship on the implementation of quality management systems (table 4.29). The overall response from the respondents regarding strategic planning practice indicated that majority of the respondents agreed that strategic leadership practice affect the implementation of quality management systems. Reliability tests showed that all the coefficient of the constructs were positive and significant as they all registered threshold of above 0.40 (table 4.28).

The regression analysis was found out to have significant variation in the implementation of quality management systems which can be explained by a unit change in strategic planning practices (table 4.29). The null hypothesis was rejected thus concluding that there is a relationship between strategic quality planning practices and implementation of quality management systems.

5.2.4 Strategic Human Resource Management Practice and the Implementation of Quality Management Systems

The fourth objective was to evaluate the effects of strategic human resource management practices on implementation of quality management systems in state corporations in Kenya. Descriptive statistics and parametric analysis (regression and correlation) were used to arrive at the findings. The study found out that strategic human resource management practice had a moderate positive linear relationship on the implementation of quality management systems (table 4.36). The overall response from the respondents regarding strategic human resource management practice indicated that majority of the respondents agreed that strategic leadership practice affect the

implementation of quality management systems. Reliability tests showed that all the coefficient of the constructs were positive and significant as they all registered threshold of above 0.40 (table 4.35). The regression analysis showed significant variation in the implementation of quality management systems which can be explained by a unit change in strategic human resource practices (table 4.37). The null hypothesis was rejected therefore the study concluded that there is a relationship between strategic human resource management practices and implementation of quality management systems.

5.3 Conclusions

The objective of the study was to examine the effects strategic management practices on the implementation of quality management systems of state corporations in Kenya. The study conclusions were logically deducted from the findings and have been organized as per the study objectives. The data collected and analysed through descriptive and inferential statistics established that all the study strategic management practices had a significant effect's on the implementation of quality management systems. The coefficient of determination R^2 and correlation coefficient (r) was ($R^2=.627$) showing that there was a moderate positive liner relationship between all the strategic management practices and the implementation of quality management systems. Thus, it can be concluded that different strategic management practices were significant in explaining the implementation of quality management systems of state corporations.

5.3.1 Strategic Organizational Cultural Practice and Implementation of Quality Management Systems (QMS)

The first study hypothesis H_{01} , was strategic organizational cultural practice has no significant effect on implementation of quality management systems in State Corporations. The hypothesis was tested and the results indicated that Strategic organizational cultural practice had a positive effects on implementation of quality management systems. Therefore, it can be concluded that Strategic organizational

cultural practice was statistically significant in explaining the implementation of quality management systems of state corporations.

5.3.2 Strategic Leadership Practice and Implementation of QMS

The second study hypothesis H_{02} was strategic leadership practice has no significant effect on implementation of quality management systems in State Corporations The hypothesis was tested and the results indicated that Strategic leadership practice had a positive effects on implementation of quality management systems. Therefore, it can be concluded that Strategic leadership practice was statistically significant in explaining the implementation of quality management systems of state corporations.

5.3.3 Strategic Planning Practice and Implementation of QMS

The third study hypothesis H_{03} was strategic planning practice has no significant effect on implementation of quality management systems in State Corporations The hypothesis was tested and the results indicated that Strategic planning practice had a positive contribution to the implementation of quality management systems. Therefore, it can be concluded that Strategic planning practice was statistically significant in explaining the implementation of quality management systems of state corporations.

5.3.4 Strategic Human Resource Management Practice and Implementation of QMS

The fourth study hypothesis H_{04} was Strategic human resource management practice has no significant effect on implementation of quality management systems in State Corporations. The hypothesis was tested and the results indicated that Strategic human resource management practice had a positive contribution to the implementation of quality management systems. Therefore, it can be concluded that Strategic human resource management practice was statistically significant in explaining the implementation of quality management systems of state corporations.

5.4 Recommendations

The study recommended the state corporations to adopt the investigated strategic management practices to enhance organizational competitiveness. The strategic management practices on the implementation of quality management systems of state corporations model was recommended as a useful design for management of state corporations in consideration of adopting the best management practice. The findings of the study support the view that strategic management practices have a significant effect on the implementation of quality management systems. The study therefore recommended that managers should adopt to all the strategic management practices.

5.4.1 Strategic Organizational Cultural Practice and Implementation of QMS

The findings confirmed that strategic organizational cultural practice has significant influence on implementation of quality management systems hence the need for organizations to consider use of good management practices to be able to focus on the cultural issues that may impact on the organization delivery. The study therefore recommended the state corporations to consider adoption of good strategic management practices and review of policies related organizational culture from time to time.

5.4.2 Strategic Leadership Practice and Implementation of QMS

The study findings confirmed that strategic leadership practice has significant influence on implementation of quality management systems and therefore the study recommended that the top management ensures resource availability to enable people meet the targets and objectives for both functional and as organization as a whole. Further, the leadership should invest in good financial management policies to ensure prudence use of resources.

5.4.3 Strategic Planning Practice and Implementation of QMS

The study findings confirmed that strategic practice practice has significant influence on implementation of quality management systems and recommended the organizations should embrace to have a strategic plan that will help them achieve organizational goals and objectives. Globally and regional, organizations have adopted strategic planning. The Government of Kenya introduced the performance contract systems in 2005 and strategic plan is a delivery requirement.

5.4.4 Strategic Human Resource Management Practice and Implementation of QMS

The study findings confirmed that strategic human resource practice has significant influence on implementation of quality management systems and therefore the study recommended that top management should adopt good strategies and develop good policies to help them manage its valuable workforce. This is in consideration that that the quality, skills, expertise and knowledge of the employees are drivers of competitive advantage and performance.

5.5 Areas for Further Research

The scope was limited to only an assessment of the effects of strategic management practices on implementation of quality management systems covering only eight parastatals however there is need for a comprehensive study involving other government parastatals in the country. Further the study only focussed on the conceptualized strategic management practices of the implementation of quality management systems in state corporations and ignored the private sector which would have added comparison value and therefore there is need for a comparative study involving both government parastatals and private sector to provide a better understanding of implementation of quality management systems. Additionally, the study only examined the effects of strategic management practices on implementation of quality management systems. It

can be argued that there could be other strategic management practices which could be affecting implementation of quality management systems and therefore recommend that the study can be developed for a more comprehensive research to investigate other practices that would help state corporations to effectively adopt the right strategic management practices for effective implementation of quality management systems.

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APPENDICES

Appendix I: Letter of Introduction

Irene Muthoni Githaiga

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School of Entrepreneurship, Procurement and Management,

Jomo Kenyatta University of Agriculture and Technology,

Mombasa Campus

Email: igithaiga10@gmail.com or irenegithaiga@yahoo.com

Dear respondent,

RE: RESEARCH STUDY ON EFFECTS OF STRATEGIC MANAGEMENT PRACTICES ON IMPLEMENTATION OF QUALITY MANAGEMENT SYSTEMS FOR STATE CORPORATIONS IN KENYA

I am a PhD student at Jomo Kenyatta University of Agriculture and Technology, School of Entrepreneurship, Procurement and Management. I am undertaking a Doctorate programme in Business Administration (Strategic Management).

I am conducting a research study on “Effects of Strategic Management *Practices on implementation of Quality Management Systems for State Corporations in Kenya*”. The research questionnaire is for my research study. This information is purely for academic purpose and shall therefore be treated with confidentiality.

I would kindly appreciate any assistance accorded to me in any form. This will enable successful completion of this work. Kindly answer the questions below to enable me complete this thesis.

Yours faithfully,

Githaiga, Irene Muthoni - **REG: HD433-C005-2689/2012**

Appendix II: Questionnaire

Dear Sir/Madam, this questionnaire is used to collect data for academic purpose and therefore all your answers will be treated confidential. The study seeks to establish the Effects of Strategic Management Practices on Implementation of Quality Management Systems for State Corporations in Kenya.

Instructions: Kindly answer all the questions by ticking the option(s) and filling blank spaces provided.

SECTION A: GENERAL QUESTIONS

Please indicate (Tick as appropriate)

GENDER

Q.1 Indicate your gender

Male

Female:

AGE (YEARS)

Q.2 Kindly indicate the category of your age

18 – 30 years

31 -45 years

46-55 years

Over 55 years

MANAGERIAL LEVEL

Q.2 What is your managerial level in your organization?

Middle level Management Senior level management Top level Management
Any other please specify

.....
.....

LENGTH OF SERVICE (YEARS)

Q.3 How long have you worked in your organization?

Less than 2 years less than 5 years Between 10-15 years More than 20 years

SECTION B: STRATEGIC ORGANIZATIONAL CULTURAL PRACTICE

Kindly indicate with a tick the extent to which the implementation of quality management systems is affected by the strategic organizational cultural practice. Please use a likert scale of 1-5, where 1= No extent; 2= Little extent; 3= Some extent; 4= Great extent; 5 = Very great extent

1. STRATEGIC ORGANIZATIONAL CULTURAL PRACTICE		1	2	3	4	5
		No extent	Little extent	Some extent	Great extent	Very great extent
1.1	Managers encourages positive values in our organization					
1.2	Employees are open to the new organizational environmental changes					
1.3	Our Managers encourage employees involvement in quality Management practices					
1.4	Feedback is encouraged for smooth running of the organizational quality activities					
1.5	Managers demonstrate					

	professionalism in the implementation of quality management systems					
1.6	Managers develop and create a spirit of trust and innovation in the organization					
1.7	Strategic thinking is encouraged to enhance development of employees					
1.8	Maintaining a better organizational culture is a benefit to QMS					
1.9	Managers embraces culture change during the implementation of quality management process					
1.10	Team work is embraced in the quality management practices					

SECTION C: STRATEGIC LEADERSHIP PRACTICE

To what extent do you agree that the following practices influence strategic leadership in your organization. Use a likert scale of 1-5, where 1= No extent; 2= Little extent; 3= Some extent; 4= Great extent; 5 = Very great extent

1. STRATEGIC LEADERSHIP PRACTICE		1 No extent	2 Little extent	3 Some extent	4 Great extent	5 Very great extent
2.1	The top management is committed to build trusting relationship to move employees to a desired direction					
2.2	The managers ensures that employees are aware of the systems within your organization to enhance guidance in the implementation of QMS					
2.3	Managers ensure effective and efficient utilization of resources to support quality management process					
2.4	Your organization supports the practice of empowering employees to enhance smooth implementation of quality management systems.					

2.5	Managers frequently participate in QMS activities especially review meetings					
2.6	Managers in your organization exercise visionary leadership roles in QMS process.					
2.7	The top management ensures quality objectives are established					
2.8	Your organization is committed to ensure systems are in place for effective QMS implementation					
2.9	Managers ensures good communication processes to facilitate effective quality management					
2.10	Organization management is committed to QMS development for effectiveness					

SECTION D: STRATEGIC PLANNING PRACTICE

To what extent do you agree that the following practices influence strategic planning in your organisation. Use a likert scale of 1-5, where 1= No extent; 2= Little extent; 3= Some extent; 4= Great extent; 5 = Very great extent

1. STRATEGIC PLANNING PRACTICE		1 No extent	2 Little extent	3 Some extent	4 Great extent	5 Very great extent
3.1	The quality of our company is based on long term planning					
3.2	Managers communicate visions and goals to employees in our organization to enhance a common understanding in quality practices					
3.3	Our strategic plan supports the organization vision and mission					
3.4	Our managers are trained frequently in quality management practices					
3.5	Employees are rewarded for quality improvement suggestions					
3.6	Employees are trained on how to implement quality practices frequently					
3.7	Our organization has					

	quality assurance systems					
3.8	Feedback is encouraged in our organizations to enhance practices on implementation of quality management systems					
3.9	Managers make efforts in to ensure quality goals and policies are understood in the departments					
3.10	Managers actively participate in planning for quality improvement processes					

SECTION E: STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICE

To what extent you agree that the following aspects influence human resource management practices in your organization. Use a likert scale of 1-5, where 1= No extent; 2= Little extent; 3= Some extent; 4= Great extent; 5 = Very great extent

4. STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICE		1	2	3	4	5
		No extent	Little extent	Some extent	Great extent	Very great extent
4.1	Effective management of human resource enhances organization achieve competitive advantage					
4.2	Managers rewards employees equitably					

	after successful extensive training					
4.3	Trained employees value knowledge and skills acquired, hence put into practices to enhance smooth implementation of QMS					
4.4	Recognition and motivation of employees is encouraged					
4.5	Managers in your organization are aware that empowerment of employees is part of total quality management philosophy to be able to solve quality problems					
4.6	Employees in your organization embrace teamwork synergies for effective management of resources					
4.7	Extensive training contributes to effective implementation of quality management systems					
4.8	Human resource management facilitates employees development					
4.9	Management of human					

	resource is key to facilitate effective coordination of QMS activities					
4.10	Mindsets shifts enhances employees efforts to achieve greater performance improvement					

SECTION F: IMPLEMENTATION OF QUALITY MANAGEMENT SYSTEMS

To what extent do you agree that the following aspects affect quality management systems implementation in your organization. Use a likert scale of 1-5, where 1= No extent; 2= Little extent; 3= Some extent; 4= Great extent; 5 = Very great extent

5. IMPLEMENTATION OF QUALITY MANAGEMENT SYSTEMS		1	2	3	4	5
		No extent	Little extent	Some extent	Great extent	Very great extent
5.1	Customer satisfaction is valued by employees in the organization					
5.2	Your organization has improved on performance as a result of successful implementation of quality management systems					
5.3	After successful implementation of quality management systems, your organization has maintained better organizational culture					

5.4	There is increased efficiency as a result of successful implementation of quality management systems					
5.5	Employees are focussed towards achieving the organizational objectives					
5.6	Managers emphasize better team work to enhance smooth achieving of targets					
5.7	Employees morale has increased due to involvement in quality management systems activities					
5.8	Efforts towards continuous improvement enhances organizational competitiveness					
5.9	Quality management systems help organizations to comply with the regulations					

Thank you for your time and the information

Appendix III: Sample size determination using Saunder's Formula

$$N = p\% \times q\% \times [z/e\%]^2$$

Where:

n = the minimum sample size required

p% = the proportion belonging to the specified category (50%)

q% = the proportion not belonging to the specified category (50%)

z = the z value corresponding to the confidence level required (1.96 for 95% level of confidence)

e% = the margin of error estimated at $\pm 5\%$

n¹ = adjusted sample size

P = study population = 130

Therefore:

$$n = p\% \times q\% \times [z/e\%]^2$$

$$n = 50\% \times 50\% \times [1.96/5]^2$$

$$\text{Minimum sample required for the population} = 385$$

However, the actual sample size (adjusted) for this study will therefore be:

$$n = 50\% \times 50\% \times [1.96/0.05]^2$$

$$n = 0.5 \times 0.5 \times [1.96/0.05]^2 = 385$$

$$\begin{aligned} n^1 &= \frac{n}{1+n/p} \\ &= \frac{385}{1+385/130} \\ &= \frac{385}{1+2.961538} \\ &= 97.18447 \end{aligned}$$

$$\text{Adjusted sample size } n^1 = 97$$

Appendix IV: List of State Corporations

- 1. Kenya Coconut Development Authority (KeCDA):** State Corporations Act Cap 446 through Coconut Development Authority Legal order, 2007, legal notice No 165 of 27th August 2007: P.O. Box 84351-80100, Mombasa, Kenya; Telephone contacts (041)2319616, (041)2319617, (041)2319613, 0702217682 and 0737217682: email address info@kcda.go.ke.
- 2. Kenya Marine and Fisheries Research Institute (KMFRI):** established under the Science and Technology Act Cap. 250 of 1979 after the collapse of the East Africa Community. The Act has since been repealed by the Science, Technology and Innovation Act No. 28 of 2013: P.O Box 81651, Mombasa, Kenya: Tel. (20) 8021560, (20) 8021561, 0712003853: Email: director@kmfri.co.ke
- 3. Kenya Safari Lodges and Hotels Limited:** established under Companies Act 486: P.O Box 90414: Tel. +254-733333400 Mombasa, Kenya: info@kenya-safari.co.ke
- 4. Technical University of Mombasa:** established under Legal Notice No. 160 of 23rd August 2007: P.O. Box 90420 - 80100 G.P.O Mombasa, Kenya: Tel: (254)41-2492222/3, 2490571:Email: info@tum.ac.ke
- 5. Coast Water Services Board:** established under Water Act, Cap 372: Postal Address: P.O. Box 90417-80100, Mombasa Telephone: 041-2315230: E-mail: info@cwsb.go.ke
- 6. Coast Development Authority:** under Act, Cap 449:P. Box 1322-80100, Mombasa, Kenya: Tel. 020 8009196: Email. cda@cda.go.ke
- 7. Kenya National Shipping Line:** under Companies Act Cap 486, Merchants shipping Act, 1989: Postal address: P.O. Box 88206,Mombasa e-mail: Tel: +254 41 225865; Email Address: knsnl@africaonline.co.ke
- 8. Kenya Ports Authority:** established through Act 391; Located in Mombasa part of Kenya. The postal address is P.O. Box 95009-80104, Mombasa; Tel. (041) 2112999/2113999, 0722 208674; Email address customerfeedback@kpa.co.ke.

- 9. Kenya Coast National Polytechnic:** Postal Address: P.O. BOX 81220 – 80100, Mombasa, Kenya: Tel. +254 (0) 712725554 +254 (0) 710389727; Email info@kenyacoastpoly.ac.ke
- 10. Kenya Ferry Services Limited.** (KFS): formed under Companies Act, Cap 486: Postal address is P.O. Box 96242-80110, Likoni ,Mombasa: Telephone contacts 0202118344, 0723664000 and 073699990
- 11. Kenya Maritime Authority:** established under State Corporations Act 446 through Kenya Maritime Authority Order, 2004: Postal address P.O. Box 95076- 80100, Mombasa: 041-2318398/9, 020-2381204, 020-2381203/4 and mobile 0724-319344 and 0733-221322.

Sources: Government of Kenya, (2013). Report of the Presidential Taskforce on Parastatals Reforms: Current Inventory of State Corporations, Kenya;

Appendix V: Letter of Introduction to conduct Research



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MOMBASA

REF. JKU/MSA/ACA/07/05

22/09/2017

TO WHOM IT MAY CONCERN

SUBJECT: IRENE MUTHONI GITHAIGA REG.NO.HD433-C005-2689/2012

RE: COLLECTION OF DATA

The above named is a Doctor of Philosophy in Business Administration (Strategic Management Option) student in this campus. She is currently carrying out research on the topic: **Effects of Strategic Management Practices on Implementation of Quality Management Systems for State Corporations in Mombasa County**. Kindly allow her into your organization to collect relevant data that we believe will go a long way in helping her to meet the objectives of her study.

Yours faithfully,


Dr. Aggrey Wanyama
FOR DIRECTOR.



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