

The Assessment Of The Effect Of Total Quality Management Principles On Business Performance: A Case Of Kenya Ports Authority

by

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THE ASSESSEMENT OF THE EFFECT OF TOTAL QUALITY MANAGEMENT PRINCIPLES ON BUSINESS PERFORMANCE: A CASE OF KENYA PORTS AUTHORITY

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In accordance with Daystar University policies, this thesis is accepted in partial fulfillment of requirements for the award of Master of Business Administration degree.

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## DECLARATION

THE ASSESSEMENT OF THE EFFECT OF TOTAL QUALITY MANAGEMENT  
PRINCIPLES ON BUSINESS PERFORMANCE: A CASE OF KENYA PORTS AUTHORITY

I declare that this thesis is my original work and has not been submitted to any other college or university for academic credit.

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### LIST OF ABBREVIATIONS AND ACRONYMS

ASQ	American Society Of Quality
COMESA	Common market For Eastern And Southern Africa
DRC	Democratic Republic of Congo
EAC	East African Community
EFQM	European Foundation Quality Model
GDP	Gross Domestic Product
ICDs	Inland Container Deports
ISO	International Organization For Starndadization
KAAPS	Kansas Association of Addiction professionals
KEBs	Kenya Bureau of Standards
KPA	Kenya Ports Authority

MBNQA	Malcolm Baldrige National Quality Award
NIST	National Institute of Standards and Technology
QM	Quality Management
QMS	Quality Management System
TQM	Total Quality Management

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## ABSTRACT

The purpose of this study was to assess the effect of total quality management principles on business performance with focus on Kenya Ports Authority. In doing so the study was guided by the following objectives : to identify the TQM principles used, to assess TQM principles influence on business performance and to determine the challenges in the implementation of TQM. The literature review focussed on the concept of quality by assessing the various definitions and views of numerous authors. A general framework of what quality was all about was discussed under the elements of quality and the eight principles of TQM and business performance. A population of 150 management staff was used for the study and primary data for the research was collected using a structured questionnaire which comprised both closed-ended and open-ended questions. As far as the TQM principles were being implemented effectively within the organization, 35(29.17%) of the respondents pointed at top management support, 15(12.5%) cited employee involvement, while 5(4.17%) mentioned process approach and 4(3.33%) mentioned systems approach. One of the recommendations of this study was for KPA to build trust amongst the staff so as to improve team work. This would enhance productivity and also improve upon employee involvement which is a key TQM principle. The findings indicated that about 44.2% of the respondents were nearing the retiring age of 60 while 21.7 % had attained secondary level education. In terms of the impact of TQM on business performance, 18.2% agreed that the volume of business had increased in the last two years compared to those previous years.. The study recommends that since production cost was high which contributes to high pricing of KPA's services there is the need for the company to diversify its key portfolio in order to spread the overhead cost to reduce the unit cost of services as quality management practice.

## DEDICATION

To my dearest and lovely wife Mrs, Gaudencia Aoko Ngege, and my wonderful children Adrian and Ian, for their love, support and understanding.

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