

Assessment of Quality Management Systems on Organisational Performance Of tea Factories in Kenya: A Case of Githongo Tea Factory

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Abstract

This study aimed at assessing Quality Management Systems on organizational performance of tea factories in Kenya, a case of Githongo Tea Factory. In a global market, quality is identified as one of the competitive strategies for improving business performance. Most Companies pursue implementation of quality management so that they may deliver high quality products and services as they achieve their business goals. The study sought to establish the extent to which customer focus, employee involvement; continual improvement and management support affect organization performance of tea factories in Kenya. The study used a census research design method in collecting data. The respondents targeted were all the employees at Githongo. Out of 104 questionnaires 68 were collected giving a response rate of 65.4% for analysis. Data was analysed using both descriptive and inferential statistics. Statistical Package for Social Sciences (SPSS) was used to aid in the analysis. Data presentation was by the use of tables and figures. The findings from the study revealed that QMS had contributed to the improvement performance through an improvement in customer focus, employee involvement, continual improvement and management support. A regression analysis on the effect of QMS on performance revealed that QMS accounted for between 39.8 and 66.7 % of the competitiveness of the Githongo tea factory.

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I. Introduction

1.0 Introduction

This chapter presents the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, justification of the study, significance of the study, scope of the study, study limitations and delimitations and assumptions of the study.

1.1 Background to the study

1.1.1 Historical perspective of the study

A planned resolution of an establishment is the embracement of a QMS. In accordance with ISO (2005), administration of an institution quality is done using the QMS. QMS is a mechanism for implanting quality cognizance at each stage of the production or service while focusing the final user. Executing the correct thing, at the beginning, at any moment is the aim of a QMS. At the start it was exercised in manufacturing operations particularly in the past but is today gaining accepted as a generic management tool and is suited to non-public service and non-private sector organizations as well (Unnikrishanan, 2010). Abundant literature (such as Dale, 2003 and Ganiyu, 2012) demonstrates that this ideology has developed overtime, from Quality Inspection (1910s), Quality Control (1924s) and Quality Assurance (1950s) to Total Quality Management (TQM) (1980s).

In the past the administration of quality concentrated particularly on the examination of quality which deals with calculating, classifying and categorizing to confirm that clients no more get faulty commodities. The supervision of quality implemented different analytical approaches, for example, regulatory diagrams and illustration strategies to oversee operations. The assuredness of quality stresses operation regulation to comply with client demand. The classical way was receptive and outcome-oriented whereas the contemporary way to administration of quality is vast and today also points out quality at onset or operation regulation at each one step to avoid flaws that could cause mistakes. (The last-mentioned is a forward-looking operation-oriented way). The term "regulation" was reinstated by "administration". This is due to quality is not solely a regulation affair but also an administration affair and TQM idea was made known (Lisiecka & Czyn-Gwiazda,

2012). Ganiyu (2012), describes TQM as a unified institution attempt devised to boost quality at each one degree of the institution which range from highest point to the lowest and across jobs, all peoples, all divisions and all exercises must make every effort for advancement.

Ganiyu (2012), explained that no particular all-embracing description of quality and observed that a few people perceive quality as performance to standards, conformance to specifications or satisfying the customer. Notwithstanding of differences in quality descriptions and suggestions, global attempts were made to demonstrate regular models for quality administration that would guarantee least execution prerequisites by institutions to grant clients adequate assurance that a good or service is certainly abiding with prerequisites authorized by competitors and market changes. Institutions constantly look for recent approaches to boost execution and obtain competitive edge.

The administration of quality initiatives provides a single way that firms exercise to boost execution (Zhang, Linderman & Schroeder, 2012). Employment of QMS is without doubt significant for continued accomplishment of the institution. ISO 9000 series of standards presents guarantee or success, efficiency and effectiveness. The designation ISO 9000 has grown greater largely utilized than TQM in debates of quality betterment and worldwide contesting, firstly now that ISO 9000 has emerged as the greatest widespread international quality effort (Foster, 2007).

A particular valuable consequence of these quality administration efforts, if global or countrywide, is that they have helped in setting up greater particular methods of quality. Further, the employment of these quality models globally in different manufacturing and service domains has instituted a system of exploration and reading that in addition build up the comprehension of quality and the changes of employing quality efforts (AlGhanm, 2003).

ISO 9001 standard is equally similar to some other quality administration methods that acknowledge much the same TQM doctrines and may accomplish efficacy and

adeptness in the production and trade firms (Alolayan, 2014). According to Zehir, Zehir and Muceldilli (2012), a number of these doctrines of TQM include executive dedication, consumer attention, continued betterment and employee involvement which are the areas of focus that the researcher has considered in the study. Hasan, Ali and Lam (2007), resolved that those firms aspiring to stay contesting and make better their quality processes are encouraged the application of ISO 9000 as a basis for an abundant wider process of TQM.

According to the ISO Survey (2009), there are 982,832 ISO 9001 certified companies in the world in 176 countries. China at present has the most number of accredited firms. Surprisingly, American firms do not appear to be as concerned in attaining accreditations as European contestants do; Italy, Spain, Japan, Germany and even England and India have more accreditations than the USA. However, it should be recounted that the USA, conjointly with Japan, was a founder in the utilization of TQM and it targets a great deal on this process than on the ISO standards developed in Europe in view of its past events in line with quality administration (Texeira-Quiros, Almaca, Fernandes-Justino, 2010). Priede (2012), noted that in 2010 there were additional one million firms and institutions with certified QMS in accordance to Standard ISO 9001. Of the entire ISO 9001 total, Europe and Far East constitutes 86.4%. These countries are vastly engrossed in quality administration from outlooks that ISO 9001 pinpointing quality administration as planned device for boosting procedures, entering overseas markets and raising contestation. ISO have accomplished lessons which confirm that in 2013 as much as 1 129 446 institutions globally have an accredited procedure of quality administration which meets the prerequisites of ISO 9001 standard. The highest number of certification affirming the conformance with ISO 9001 in 2013 was dispensed in China, Italy, Germany, Japan, the UK, Spain, India, the USA, France and Brazil (www.iso.org).

In accordance with the ISO Survey (2008), in East and Central Africa, Kenya had the greatest number of ISO 9001 certificates with a sum of 257, followed by Uganda with 44, Tanzania 12, Republic of Congo, two and Rwanda, one. A 2012 survey of certifications, ISO (2013b), shows that Kenya has the greatest number of organizations in East Africa achieving ISO certification. In 2012 there were 460 organizations with

ISO 9001 certification quality; 32 organizations with ISO 14001 certification

(environment) and 118 organizations with ISO 22000 certification (food safety). In Kenya quality administration exercises have been broadly accepted in both the nonpublic and not private sector by the legitimate accredited body Kenya Bureau of Standards amidst other worldwide accrediting bodies. Kenya Bureau of Standards, (KEBs), was instituted in July 1974 to grant uniformity and compliance examination services that constantly satisfy its client demands. KEBs grant the essential resources in pursuance of efficacious employment and continued betterment of the QMS that abides with ISO 9001:2008 (KEBS, 2008).

The state has been in the front line in recommending embracement of quality administration practices both in the non-public and non-private sector. In the public sector it is mandatory for all public institutions to adopt quality management practice.

More than one million institutions with ISO 9001:2008 accredited QMS will have to adapt and make the transition to the 2015 version within the 3 years after the 2015 version release date (Fonseca, 2015). As a worldwide standard for QMS, ISO 9001 is at the present broadly acknowledged in many manufacturing, production and service industries because it designates what an institution should do to secure better quality administration and betterment (Willar, 2012) and this study focuses on the ISO 9001 quality management system.

1.1.2 Global perspectives of QMS on Organizational Performance

Kartha, C. P. (2004), noted that the search of quality is possibly further wide spread and heightened worldwide than each and every period in the past. Institutions have become aware that the key to additional production and profit making is promoting quality

(Yahia-Berrouguet, Mankouri & Benarbia, 2015). In Europe the study of Kafetzopoulos and Mamalis (2009), noted that ISO 9000 standard makes restaurants process oriented and consequently it improves their operational performance which enhances their competitive performance. In the study by Psomas and Kafetzopoulos (2014), contrasted ISO 9001 accredited and non-accredited production organizations with having to do with finance and non-finance achievement benchmarks and established that “The ISO 9001 accredited production organizations considerably defeat the non-accredited with having to do with commodity quality, consumer contentment, process, merchandise and monetary accomplishment”.

Psomas, Pantouvakis and Kafetzopoulos (2013), found out that attaining ISO aims, commodity/service quality and process achievement are explicitly made better while monetary achievement is indirectly made better through process achievement. Investigations on the causes of employing ISO 9001 have been largely recorded and a few dissertations give valuable advantages, such as: betterment of quality realization and consumer contentment (Cebeci & Beskese, 2002; Quazi, Chang & Chan, 2002), decrease of scrap and consumer dissatisfactions (Dwyer, 2002; Ruzevicius, Adomaitiene

& Sirvidate, 2004), uniformity of job processes and betterment in correspondence (Heras, Casadesus & Dick, 2002) in addition to increment of merchandise allocations (Arauz & Suzuki, 2004; Martinez-Costa & Martinez-Lorente, 2003). Sitki-Ilkay and

Aslari (2012), in their study carried out in 255 SME’s in Turkey found no statistically important variance in terms of achievement amidst accredited and non-accredited firms. Boiral (2012), in America, summarized the results stating that the achievement in the employment of ISO 9001 QMS is connected to the institution and to the approach the standard is inferred and employed. When the main motivations, to implement the standard are internal (organization improvement) more benefits are achieved than when they are external (e.g., respond to customer requirements or expectations, achieving marketing differentiation). ANAB (2005), in the USA contend 16 advantages from QMS accreditation along with operative efficacy, expense savings from reduced redo, consumer contentment, competitive advantage, imagined greater quality and heightened merchandise allocation. Corbett, Montes-Sancho and Kirsch (2005), followed monetary achievement from 1987 to 1997 in the USA and discovered that the ISO 9000 accreditation was indeed pursued by important divergent betterments in monetary achievement (Nematollahi, Abbasi & Forghani, 2014).

In the study by Chandrasekaran and Karthikeyaan (2009), in Asia asserted that firms are looking for ISO 9001 accreditation chiefly to improve the in-house operations and procedures and to make better total process achievement. The study by Wahid and Corner (2011), revealed that maintain the quality system, helps organizations to constantly make better in terms of operation, documentation, procedure, and above all particularly persons. As a consequence, a firm has been capable of utilizing it as a device to heighten its processes efficacy and to decrease expense. Zaramdini (2007), investigated the benefits of certification by studying the certified organizations in the United Arab Emirates (UAE) and concluded that organizations perceived the ISO 9001 certification had generated more operational benefits than business benefits including: improved process and procedures, more quality aware benefits employees, improved product and/or service quality and better customer service. Prosperous employment of QMS can promote to an increment in commodity quality, betterment in skilfulness and efficacy, a decline in scrap and increment in income (Bumb & Ghaitidak, 2016). Feng, Terziovski and Samson (2008), in Australia found out that ISO 9001 accreditation has a favourable and important aftermath on operative achievement, but a favourable weak aftermath enterprise achievement. In the study by Sohal and Prajogo (2012), of Australian and New Zealand firms noted that ISO 9001 can intensify execution and enterprise achievement to a big magnitude.

1.1.3 Regional perspectives of QMS on Organizational Performance

In Africa, in the study of Magd (2008), found out that the vital benefits perceived from the implementation of ISO 9001 in Egyptian firms were enhanced documentation, enhanced efficacy of the quality procedure, audible job directives, process and work obligations, enhanced commodity quality. Yahia-

Berrouiguet, Mankouri and Benarbia (2015), study in Algeria argued that ISO 9001 accreditation has a favourable influence on

Beni Safi firm's achievement in terms of merchandise benefits "growing sales and merchandise share gains" were the chief advantages and the advantages connected to enhanced workers coaching, improved in-house dissemination and greater affiliations administration/worker" maintained the least rank in the firm. According to Mangula (2013), Tanzania on QMS on Organization Performance noted that following the certification by ISO 9001, the demand of the product has increased due to its quality, the efficiency while also reducing the production costs. The paper further concludes that if an organization will be certified by the ISO 9001 and become active and committed, then the quantity (volume) of the product will be increased and hence consumer will be contented and become faithful. By so doing the organization will have competitive advantage over the competitors.

1.1.4 National and Local perspectives of QMS on Organizational Performance

In Kenya, Jamal and Theuri (2015), in their study of ISO 9001 of state corporations in Kenya noted that employment of ISO 9001 certification drove to the achievement of effective processes, increased consumer contentment, improved monetary returns, contentment of interested parties and finally improvement on their performance. Kibe and Wanjau (2014), in their study of Food Processing Firms in Kenya noted that benefits of QMS involves enhanced correspondence throughout the organization, additional procedure efficacy and enhanced human resource administration. Matata and Wafula

(2015), studied the effects of Quality Management Systems on Performance of Kenya Ports Authority and found that it was manifested that QMS had a high favourable effect on the achievement of a firm through service discharge and quality output, thus offering a firm a competitive advantage in the market. Chepkech & Cheluguet (2017), looked at the effect of TQM Practices on Organizational Performance in tertiary institutions in

Kenya and noted that TQM practices importantly impact a firm's achievement therefore each middle level college executives targeting to attain performance in the organization should be attentive to each of the components of TQM. Locally, Njenga and Kidombo (2017), study on the influence of implementation of quality management systems on operational performance of Technical Training Institutions in Meru County revealed that there is a larger effect of the style of adopted by leaders on operational achievement of the coaching organizations in the county of Meru and there was need to be made known that styles of leadership were significant and especially the employment of transformational and the participative styles in the institutions.

1.2 Statement of the Problem

The tea industry provides 4% of Kenya's GDP and 26% of foreign exchange returns (Tea Board of Kenya, 2010). Tea farming provides a source of livelihood to significant number of small scale farmers within rural tea farming regions in Kenya. Tea growing, processing, packaging and marketing among small scale tea farmers in Kenya is controlled by KTDA through 67 factories (Tea Board of Kenya, 2010). Quality has been noted to be one of the major issues in the Agriculture sector in Kenya. Tea factories in Kenya have adopted various strategies to manage quality in their internal systems.

Low quality of products and service means raised expenses which will give rise to a loss of the competitive edge of the enterprise institution in the market (Kruger, 2001). Tea factories, therefore, have the onus of working on product and service quality to remain competitive. Production of poor products increases the financial stress because of reduced market attractiveness. Tea factories have endeavoured to increase competitiveness through quality consciousness in Kenya companies, therefore, to increase their competitive edge in the market have endeavoured to increase the quality of the products. Companies to increase competitiveness and minimize wastage through elimination of waste and increase in product quality have adopted quality management systems. The employment of quality administration methods allows institutions to boost in-house proficiencies, which is contemplated as a precondition to become competitive in the world merchandise place (Lambert & Ouedraogo, 2008; Stading & Vokurka,

2003). Product quality means fewer customer defections due to customer satisfaction (Feng, Terziowski & Samson, 2007; Naveh & Marcus, 2005; RAB, 2000; Roth, 2009). To enhance product quality tea factories have adopted various strategies with QMS being the key strategies.

A study by Wanjau, Gakure and Kahiri (2017), on the role of quality in growth of small and medium enterprises and economic development in Kenya revealed that focusing on quality positively influences growth and industrialization as well as economic development in general. The study, however, noted SMEs lacked culture of support on quality deployment. Kangi and Gakobo (2017) studied quality management practices on the performance of SACCOs in Kirinyaga. The findings revealed that the performance was highly correlated with quality management practices.

There is no known study that has been carried out to assess QMS on the performance of Githongo Tea Factory. This study was carried out to assess QMS on organizational Performance of tea factories in Kenya: a case of Githongo Tea Factory.

1.3 Purpose of the Study

The general objective of the current research project was the assessment of the effect of QMS on organizational performance of tea factories in Kenya: a case of Githongo Tea Factory.

1.4 Objectives of the Study

The research aimed to achieve the following objectives:

- i. To determine the influence of customer focus on organizational performance in tea factories in Kenya.
- ii. To assess the influence of employee involvement on organizational performance in tea factories in Kenya.
- iii. To evaluate the influence of continuous improvement on organizational performance in tea factories in Kenya.
- iv. To analyze the influence of management support on organizational performance in tea factories in Kenya.

1.5 Research Questions

The research study sought to answer the following questions:

- i. What is the influence of customer focus on organizational performance in tea factories in Kenya?
- ii. What is the influence of employee involvement on organizational performance in tea factories in Kenya?
- iii. What is the influence of continuous improvement on organizational performance in tea factories in Kenya?
- iv. What is the influence of management support on organizational performance in tea factories in Kenya?

1.6 Justification of the Study

The study will contribute to new knowledge by filling and reducing the gap that exists in the current literature on QMS and Organizational Performance in tea factories in Kenya.

The study will expand the borders of quality administration writings.

1.7 Significance of the Study

The study will be beneficial to organizations that are planning to implement QMS or already practising or registered with a QMS on the need to maintain their QMS even after the post-certification period. The research will guide managers to make necessary adjustment in that particular area of QMS that has significant relationship with organization performance. The discoveries of this exploration will aid investigators with a practical study of QMS and organization performance in Kenya as a maturing country and may give rise to future learning in other maturing countries. Knowledge gained will be beneficial to the Kenyan state especially to the Kenya Tea Development Agency (KTDA).

1.8 Scope of the Study

The scope of the academic work is tea factories in Kenya with the main focus on Githongo tea factory. Githongo tea factory is situated in Meru Central in Meru County. The factory started operations in 1976 and it manufactures black CTC (Cut, Tear and Curl) teas. It was ISO 9001:2008 certified in May 2008 and has maintained to date. Since being awarded ISO 9001 certification surveillance audits have been conducted after every six months, that is, twice a year by Bureau-Veritas which is a French company in order to monitor compliance with the standard. In addition, the factory has been conducting internal audits by company trained staff twice a year as part of the quality management system maintenance programme.

Its quality policy statement is based on provision of efficient and effective services to the small holder tea farmers in production, leaf collection and processing of high quality tea for the benefit of stakeholders. Its key goal is to meet and exceed its customers' expectations in both products and services. (Githongo Tea Factory integrated management system manual coded GG/IMS/01). The employees and management are the key respondents because they are involved in quality management of the organization and the study will cover the last 9 years since the introduction of QMS ISO 9001:2008.

1.9 Study Limitations and Delimitations

The researcher encountered the following limitations and delimitations.

1.9.1 Limitations

Data collected may represent the subjective opinion of the respondents. The researcher was not able to get access to all the workers. Some of the respondents did not cooperate in filling questionnaires as expected.

1.9.2 Delimitations

The researcher when dropping the questionnaire explained what it entailed. The researcher did a follow up on the respondents by calling as a way of reminding respondents of the desire to fill the data sheet in time for the researcher. The involvement of the researcher when employees are filling the structured questionnaire ensured accuracy of information obtained. The researcher clarified questions which were not clear to respondents.

1.10 Assumptions of the Study

That the respondents gave honest and true responses. That the respondents understood the language used in the questionnaire. That the information collected was reliable and useful for the study.

1.11 Definition of Key Terms

Organization Performance – refers to operational performance which relates to an organization's internal operations and business performance which relates to financial and marketing performance

Quality Management System– It is the process of embedding quality awareness at every step of production or service while targeting the end customer.

Customer Focus – Paying attention to customer needs.

Customer Satisfaction – It is the meeting customer expectations.

Employee Involvement – It is the employee's engagement on matters relating to quality.

Continuous Improvement – It is a continuous aim to do away with errors in processes and products in an organization.

Management Support – It is the provision of the required resources and infrastructure in an organisation.

Departmental Coordination – It is the working together of departments as a team.

II. Literature Review

2.0 Introduction

This chapter covers both the empirical and theoretical literature. The theoretical frameworks, conceptual framework as well as the identified research gaps have been captured.

2.1 Empirical Literature

2.1.1 Quality Management Systems

QMS is a systematic group of administration operations used to keep track of, inspect and make better the institution's operative and monetary achievements intending to give

the greatest commodity or service at lesser expenses (Paris, 2003). Quality administration is an ideology of continual organization prosperity through consumer contentment, dependent on cooperation of each and every worker in consistently enhancing operations, services and commodities (Al-Asiri, 2004). To enhance quality is found in the capability to manage and control systems and processes correctly and in the function of administration duties in accomplishing this (Zhang, 2000). Inherent in the search of quality accreditation is the presumption that it is affiliated with good quality systems resulting to higher quality, enhanced enterprise achievement and thereof greater profit making (Inaki, Gavin & Marti, 2002). Quality administration is said to be employed in practice with the assistance of quality awards (Bou-lusar, Escrig-Tena & Roca-Puig, Beltan-Martin, 2008; Vernerero, Nabitiz & Bragouzi, 2007) or ISO 9000 quality administration systems (Magd & Curry 2003: 252 – 253).

Worldwide quality model ISO 9000 sequence, founded by International Organization for Standardization (ISO) has earned extensive acceptability for making better quality levels and enterprise achievement. In addition, Countrywide quality models have been initiated in the form of quality awards such as Malcolm Baldrige National Quality Award in the United States of America, the Deming Prize in Japan, the European Quality Award in the European Union, King Abdullah II Quality Award in Jordan and others (Al-Ghanm, 2003).

These awards all each and every established to reward those manufacturers of commodities or services that fulfil the greatest level of uniformity (Piskar, 2004). ISO is a globe association of country wide uniformity bodies (ISO member bodies) whose intention is to design and present international standards by different technical committees for business, government and different industries. Worldwide institution for uniformity has specialized representatives, called tc176, consist of 113 associates from various states.

ISO is a short form of International Organization for Standardization, a non-governmental institution with a Controlling administrative unity situated in Geneva, Switzerland (ISO, 2009). ISO, a word originated from Greek "isos" which conveys one and the same was chosen as the shortened form considering the name International Organization for Standardization would have given rise to various abbreviations in various dialects (Zharen Von, 2001). The earliest group of principles for the advancement of quality in commodities and

services in UK businesses was made known by the British Standards Institute (BSI) in 1979, whereas ISO discharged its earliest ISO 9000 quality standards series in 1987, grounded on BS 5750 (Sroufe & Curkovic, 2008).

The ISO has established additionally 18,500 Worldwide Standards for different fields. ISO is the worldwide body in charge of giving different quality standards, one of which is the ISO 9001 standard for the quality administration system. In the ISO 9000 family of standards ISO 9001:2008 grants a group of standardized necessities for a quality administration system. ISO 9000 standard document has experienced considerable modifications and alterations for the past twenty years. Starting from 1987 till the present-day the standard has been amended four times. The most current which is being practiced internationally is the ISO 9001:2008. Companies can only be certified to the ISO 9001:2015 which is the current standard for certification in the series. This research is conducted based on the previous ISO 9001:2008 version.

The 9001 affirms the code of the standard for the QMS and the 2008 affirms the publishing year of the standard. The modifications in the principles were essential since they affirmed recent requirements of consumers by eradication of uncertainties or reviewing of penned text in the former standards. The 2000 and 2008 explanations of standards are very related and suitable to all kinds of enterprise or operative subdivisions. This standard can be employed in spite of the user institution's actions, size or kind (e.g. private or public sector) (ISO, 2011). ISO 9000 family or QMS is the most popular standards of ISO that was developed and maintained by ISO/TC 176 committee (ISO, 2009). According to the survey conducted by ISO in December 2011, the number of firms accredited of ISO 9000 in the past not too many years is growing everywhere in the world (ISO Survey, 2011).

Managing quality necessitates work virtually throughout an organization. The core of quality management is "creation of an organization procedure that promotes collaboration and tutoring for assisting the employment of operation administration routines, which, in turn, results to continual betterment of operations, commodities and services and worker contentment, both which are crucial to consumer contentment, and, ultimately, to organization survival" (Assarland, 2014).

2.1.2 Organizational Performance

Institutional performance is explained as operation performance which is a kind of achievement linked with organization's in-house processes such as production, commodity quality and consumer satisfaction (Feng, Terziovski, Samson, 2007) and enterprise achievement which is an expanded field of achievement tied to monetary and merchandise affairs such as sales increase, profit making and merchandise share (Feng et al., 2007). Quality administration in addition process ideologies recommend that exceptional operative achievement should result to additional constituent of competitive edge, greater business performance. With lesser fault proportions and prompt delivery, sales should increase owing to new markets being established and consumer tenure is greater (Naveh & Murcus, 2005).

To achieve institutional achievement through ISO 9000 employment, firms must fully comprehend their inspiration in adapting ISO 9000 and create employment aims and courses of action (Kim et al., 2011). In accordance with to Nadvi and Kazmi (2001), the adaption of quality administration know-how as demanded by ISO 9001 generates extraneous and in-house effects (Prates & Caraschi, 2014). Llopis and Tari (2003), explain that firms that view accreditation as a chance to make better in-house operations and procedures instead of simply looking at attaining a certification on the wall receive extended favourable returns from ISO 9000 quality administration systems (Kaziliunas,

2010). There are circumstances which the institution doesn't actually put up adequate consideration to the QMS, but employ it only in readiness to obtain certification and as a result can hardly anticipate any meaningful favourable returns (Krivokapic et al., 2013). McGuire and Dilts (2008), noted that the employment of the ISO 9001 QMS has been criticized as being time involving and expensive, with the need for high level of documentation and paperwork. The ISO 9000 Standard adoption requires substantial costs in terms of time and money. Costs usually take the form of increased labour efforts during the preparation and training of employees and during preparation of the required documentation (Mwakio C. N. & Minja E. J., 2006).

Most of studies cites the real advantages as operative, monetary, consumer contentment, worker contentment from the employment of ISO 9001 as opposed to those who say the expense of employing and controlling the QMS is bigger than the revenue it attains (Pekovic, 2010; Pekovic & Galia, 2009; Grolleau et al., 2009). Kaziliunas (2012), concluded the institutions that search for ISO 9001 quality administration systems employment agreeably and assuredly across all-encompassing wide span of aims are a great deal likely to record advanced institution achievement than those institutions that are searching for ISO 9000 accreditation in a reactant attitude due to consumer pressure. All over organizations that accredit in-house reasons appear to reward a great deal than those that accredit for extraneous reasons (Singles et. al., 2001; Boiral & Roy, 2007;

Martinez-Costa et al., 2008; Prajogo, 2011).

2.1.3 Customer Focus and Organization Performance

Consumer attention is usually viewed as the commencement point of any quality interventions (Sousa, 2003). Quality is entrenched on the requirements, anticipations, understanding and consumer contentment (Caro & Garcia, 2009). Sila (2007) and Brah et al (2002), the two claim that the prosperity of any institution in the expected time to come would rely upon the contentment of its consumers' requirements efficaciously and emphatically on continual basis. Satisfying consumer is a vital job for searching for consumer attention attempts (Haeri, 2005 & Rad, 2006).

Consumer requirements and demands are forever dynamic and institutions have to abide by their consumer's anticipations; they are at no time content, although the supplying institution may believe they are (Dale, 2003). Bergman and Klefsjo (2003), in their book „Quality for consumer requirement to consumer contentment“ explain the idea of quality as follows: Quality means to satisfy and preferably exceed the requirements and anticipations for consumers. Consumer contentment is the final measure of firm achievement as it foretells the future prosperity or loss of an institution (Anupam, Himangshu & Swierczek, 2008).

Advancements in quality raise consumer contentment, thus resulting to increment in merchandise share and revenue increase (Jang & Lin, 2007). Sidin and Wafa (2014) and Kuei, Madu and Lin (2001), indicate that greater quality would result to the reservation of existing consumers and in attracting latest consumers which in turn would raise merchandise share. Quality commodities and services will provide satisfaction of the customer who will have an impact on increasing sales, increasing profit and sustainability of company (Purwihartuti, Sule, Hilmiana & Zusnita, 2016). Having listened to „consumer expressions“ an institution should set in place suitable plan of action and activities for initiating the essential alterations and enhancements. It also crucial to make clear and determine the features of the commodity and service which the consumer finds appealing (Dale, 2003).

It is estimated that a relatively small increase in customer loyalty can yield a proportionately huge profit increases (Drucker, 2009). Sampaio et al. (2009), contends that improving customer relationship lead to consumer contentment, therefore, lessening accusations and added competitive edge. Consumer accusations are one manifestation of consumer contentment. The rationale is that managing accusations in a favourable way can increase perceptions of an organization, raise life span sales and amounts and give beneficial market facts. The consumer is the chief rationale for an institution's presence and consumer faithfulness and retention is perhaps the only measure of institutional prosperity (Dale, 2003).

2.1.4 Employee Involvement and Organizational Performance

Bou-Llusar, Escring-Tena, Roca-Puing and Beltran-Martin (2005), claim that a greater all-inclusive quality administration program needs skilful and educated employees to employ it effectively. For that reason, various worker-focus operations such as enablement, team effort, worker engagement and working together, job beliefs, common perception and sufficient coaching were usually cited as requirements for any prosperous quality administration program (Brah, Wong & Rao, 2000; Evans & Dean, 2000).

Augus (2004), Yusof and Aspinwall (2000), demonstrated practically that worker engagement in quality programs was considerably connected to the prosperity of these programs in small and medium businesses. Brah, Tee and Rao (2000), stated identical practical proof from the service sub-division of Singapore. Li (2000), found that worker coaching, their working together in determination of decision and information distribution are devices that empower the institution to employ their resources efficaciously which in turn improve the institutional achievement. Coaching and advancement adds worker's faithfulness and empowerment to set active part in change operation for continual betterment that eventually improves institutional achievement (Mehmood, Qadeer & Ahmad, 2014). Unnikrishnan (2010) and Palo and Padhi (2003), found out that coaching creates cognizance, improves employee engagement to quality guideline and plan of action, aids team effort, enhances achievement standards and assists the skilfulness and competences of the workers.

According to James and Williams (2008); Goetsch and Davis (2013), persons at every level are fundamental of an institution and their entire engagement enables their competencies to be employed for the institution's advantage. Engaging persons and their competencies at all levels can only yield advantage to the institution. Inspiring persons, holding them responsible for their individual achievement and engaging them in determination of decision encourage invention and creativeness. Worker engagement avenues can range from simple distribution of information or granting input on jobaffiliated matters and making proposals to self-governing obligations such as establishing aims, initiating enterprise resolutions and resolving disputes, often in multifunctional groups. Barret and Waddell's (2001), research has shown the contribution of empowerment to a successful quality culture. The most important resource in any firm is the human resource and it is a key factor on the success of companies (APO, 2000).

Quality-related training programs help employees know how to use quality improvement tools (Ahire & Dreyfus, 2000). Organizations that set up workplace schooling programs communicate observable

advancements in their worker's competencies and the quality of their commodities (Cebeci & Beskese, 2002). Zhang, Z. (2000), declared that acknowledgement and remuneration actions should efficaciously activate worker engagement to quality advancement. Adequate correspondence is regarded as a way for maintaining impetus and drive for quality advancement procedure. It is crucial in influencing worker towards the corporate anticipations (Thiagarajan, Zari & Dale, 2001).

In order to improve the devotedness to quality executives should communicate their preferences and anticipations to their workers with well-composed correspondence (Demirbay & Sahader, 2008). Every person will want to be informed in accepting operations and making better their achievement (Oakland, 2000).

2.1.5 Continual Improvement and Organization Performance

According to Ab Wahid and Corner (2009), continual betterment of operations, persons and procedures are incredibly significant determinants for a maintainable quality administration system. Continuous improvement practices are a group of rules and actions intended to increase the level of institution-wide achievement through continuous, organized and incremental advancements (Lillrank, Shani & Lindberg, 2001). In quality administration settings work operations are consistently examined which decreases errors and misuse of materials that improve organization efficaciously (Mehmood, Qadeer & Ahmad, 2014).

Continuous quality improvement is a continuous aim to determine and to do away with causes of errors and difficulties in order to advance quality and efficacy in an organization. It is a little stage by stage technique to make achievements instead of one particular invention but by advancing ahead to this way large returns can be attained in an institution. In an organization every person, not just a preferred set of persons, is accountable to ensure that the job is actually accomplished in the greatest productive manner (Domittner, Kernstock & Nowak, 2013).

The continual betterment step is literally the period at which point the sustenance of the quality system is performed. This period is significant if an institution needs to consistently enhance and gather lasting benefits of having a quality administration system in place (Nanda, 2005). Continual betterment is the ideology of advancement drives that adds prosperity and decreases downfalls (Juergensen, 2000).

Continual advancement operations have been important to establishing and maintaining competitive edge, making better commodity and service quality, and enhancing operational performance (Nguyen, 2015). Santos and Millan (2013), noted that QMS led to advancement in the determination and homogenization of job procedures. Continuous advancement practices have been fundamental in improving commodity and service quality (Schroeder, Roger, KeinLinderman & Dongli, 2005). Continual advancement are principal for decreasing recent scrap and meeting expected changes (Bergman & Klefsjo, 2010).

2.1.6 Management Support and Organizational Performance

Jaafreh and Al-abadallat (2013), reported that the highest administration in institutions manages the management accountability for the quality administration systems, with engagement of all institutional staffs. This accountability involves making sure for the attainment of the institution's vision and mission. Determining and examining the quality guideline and quality aims periodically to guarantee to the quality uniformity.

Gerald and Phil (2011), explains management as the procedure of inducing the rest to accept and admit concerning what requires to be carried out and in what way to do it, and the procedure of assisting personal and communal efforts to achieve joint aims. Demirbag and Sahadev (2008), noted that it is apparent that the obligation of the high administration is solely the greatest valuable and crucial determinants in quality administration as it is outrightly accountable for deciding a suitable vision, quality guideline as well as the institutional practice. Without definite constant quality management, quality can't hopes to prosper (Everett, 2002).

This implies that the management grants the appropriate surrounding to grant the greatest comfort to the group members to boost achievement and production (Leiter & Maslach, 2002). Highest administration acts as a driver of the employment of quality administration system through the granting of required resources as well as a key to continual betterment through the establishment of beliefs, aims, and procedures to satisfy consumer anticipations and enhance institution achievement (Chin & Choi, 2003).

2.2 Theoretical Literature

This study will be based on quality institutional theory, systems theory and resource based view theory.

2.2.1 Institutional Theory

Institutional theory primarily emerged and evolved as a philosophy disputing political economy and afterward economics (Nureev, 2014) Institutional theory point out that communal and surroundings constituents engage in significant task in bringing about an isomorphic aftermath which impacts the

embracement of determined administration routines (Tari, Heras-Saizaribitoria & Dick, 2013), such as standards of quality (Nair & Prajogo, 2009, Heras-Saizaribitoria, 2011, Heras-Saizaribitoria & Boiral, 2012). Coercive, mimetic and normative constituents impact the conduct of institutions (Tari, HerasSaizaribitoria & Dick, 2013). For instance, coercive extraneous demands for possessing the ISO 9000 standard from community or other institutions (e.g., the regulative surrounding described by states directions) (Singels & Van, 2001) and/or consumer requiring their providers to be authenticated (Lee, 1998 & Robio-Andrada et al., 2011) drive several administrators to go after authentication.

Normative demands are demands to match the patterns of others in a speciality or occupation (DiMaggio & Powell, 1983). Thus to attain sameness administrators may be compelled to adapt ISO to enhance their collective standing in the market (Tari, HerasSaizaribitoria & Dick, 2013; Prajogo, 2011).

Mimetic demands imply that unsureness stimulates emulation (Tari, Heras-Saizaribitoria & Dick, 2013) and this generates an inclination for establishments to adjust same routines to those employed by other institutions. Advocate for this is established by Nair and Prajogo (2009), who established several firms adapt the ISO 9001 standard to emulate other institutions that have triumphantly attained authentication for their quality administration systems.

2.2.2 Systems Theory

The ideology of general systems theory (GST) was pioneered by Ludwig von Bertalanffy in 1940 but did not attain eminence till the 1960's. GST is chiefly involved with how systems function and combines an extensive range of systems by designating and recognizing designs of operations universal to each and every of them (Bausch, 2002:421; Capps & Hazzen, 2002:309). Business operations and procedures are called systems. In accordance with Ray et al. (2004), business operations are activities the organizations undertake in to achieve a few enterprises aim or goal. Additionally, enterprise operations can be thought of as the habits or actions that an organization establishes in consideration of getting something accomplished (Alimin, Raduan Che, Jegake & Haslinda, 2011). A system is a group of interrelating pieces, matters or even conceptual bodies that operate together to accomplish a collective aim (Wahid, 2010). The QMS can be looked at as a complicated system of each and every constituent of an institution operations and actions (Lombarts, Rupp, Vallejo, Klasinga & Sunol, 2009).

QMS is acknowledged as a methodic systematized way to control quality in institutions (Kolka, 2002).

Goetsch and Davis (2005, p. 174), pointed out that the quality administration system "is made up of each and every of the institution's guidelines, systems, courses of action, assets, operations and clarification of obligation and power, each and every purposively intended at accomplishing commodity and service quality levels coinciding with consumer contentment and institution's aims. When these guidelines, systems, courses of action, etc. are taken collectively, they illustrate how the organization functions, and how quality is controlled. Sousa and Voss (2002), observe that "routines are the noticeable proof of Quality Management and it is amid them that executives function to recognize institutional accomplishments. Lagrose and Lagrosen (2005) and Kaynak (2003), discovered that quality administration routines commit to operative and monetary achievement, permitting organization to accomplish a competitive edge (Kim, Kumar & Kumar, 2012). Rahman (2004), noted that it is not astonishing that numerous production and service organizations throughout the globe e.g., Federal Express, Ford, Xerox and Motorola have adopted Quality Management over the past twenty years (Kim, Kumar & Kumar, 2012).

Quality routines refer to crucial actions that are expected to result, straightly or indirectly, to made better quality achievement and competitive edge (Kim, Kumar & Kumar, 2012). Sila and Ebrahimpour (2005), researches see an institution to be a system of interlinking operations (Kim et al., 2012). Ranchandran (2007), Nair (2006), Douglas and Judge (2001), noted that victorious employment of Quality Management can be associated to the combination of a series of routines, not just too many routines individually (Kim et al., 2012). Ravichandran and Rai (2000), Hoang, Igel and Lausirihongthong (2006), Kaynak (2003), noted that quality routines could result to enhanced achievement in areas such as quality processes, innovations and enterprise returns (Kim et al., 2012).

2.2.3 Resource Based View Theory

Fay (2000), noted that the resource-based view of the firm (RBV) has arisen in latest years as a known ideology of competitive edge and the term was invented by Wernerfelt in 1984 (Radan, Haslinda & Alimin, 2010). The resource-based view takes account of how best to employ the important resources of the organization to enhance the organization's competitive edge (Tari, Heras-Saizaribitoria & Dick, 2013). Coherent with these beliefs is a firm's determination to establish and enhance know-how and procedures everywhere in the firm to enhance a quality lifestyle where decreased mistakes and improved quality for consumers are an aftermath. To triumphantly attain a quality lifestyle research indicates the significance of soft administration issues (Tari, Heras-Saizaribitoria & Dick, 2013).

Likewise, in the situation of ISO 9001 standard, organizations dedication to attain competitive edge may take account of enhancing quality, consumer attention, expense decrease etc., as significant ground for employing the ISO 9000 standard, with the help of the standard as a platform for attaining a quality lifestyle is a means of attaining competitive advantages. When companies pursue authentication for inner drives they institute impossible to emulate competencies that sustain competitive edge (Prajogo, 2011) by means of evolving the standards demands to a greater level than contestants. For instance, facts on mistakes accumulated through quality processes immediate elaborate breakdown by workers (with the help of the coaching they have obtained in utilizing quality devices) to establish the correct reasons of noncompliance.

This results to effectual advancement deeds that strengthen the quality lifestyle inside the firm. Thus when drives for quality authentication are inside, a firm can develop important inner resources because the quality advancement actions, attached to the quality standard, become a portion of the firm's practical focus (Martinez-Costa et al., 2008) and are observed as a day-to-day way of continuously advancing inside efficiency. Inside drivers assist firms to continuously advance their quality administration system (Nair & Prajogo, 2009).

2.3 Theoretical Framework

2.3.1 Institutional Theory

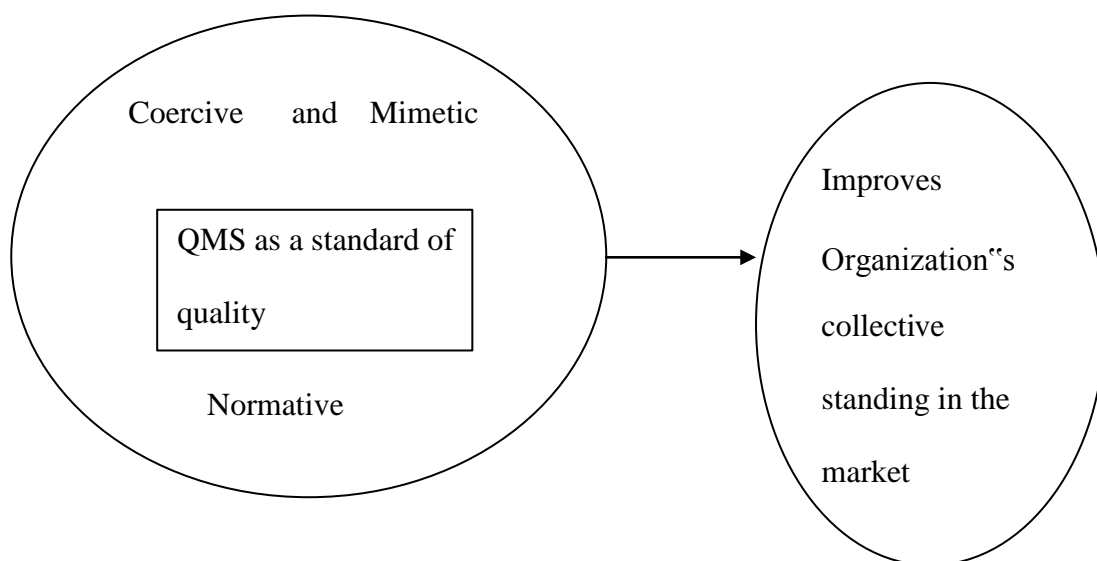


Figure 1 Coercive, mimetic and normative constituents impact the conduct of institutions to embrace determined administration routines such as standards of quality which improves the organizations collective standing in the market.

Source: (Tari, Heras-Saizaribitoria & Dick, 2013; Prajogo, 2011)

2.3.2 Systems theory

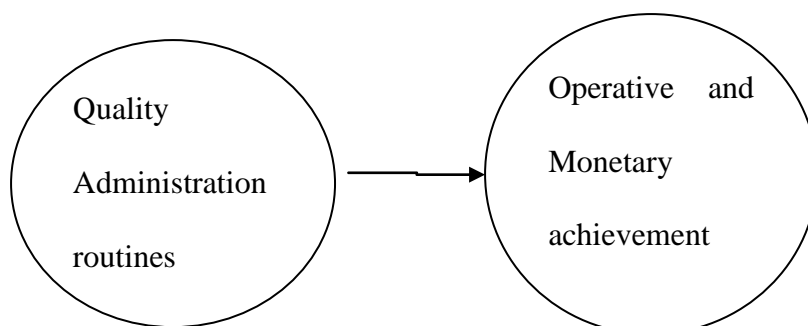


Figure 2 Quality administration routines commit to operative and monetary achievement, permitting organization to accomplish a competitive edge.

Source: (Kim, Kumar & Kumar, 2012)

2.3.3 Resource based view theory

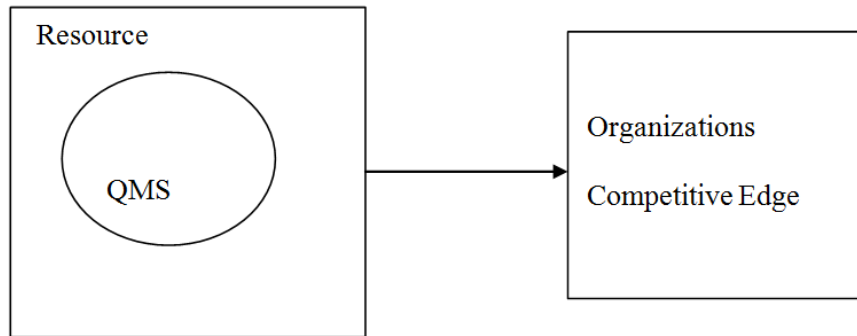


Figure 3 Quality Management Systems as an important resource to the organization’s competitive edge. Source: (Tari, Heras-Saizaribitoria & Dick, 2013)

2.4 Conceptual Framework

Kasomo (2006), explains that in this section, you should describe the main independent and dependent variables in the study and relationship among them.

Independent Variables

QMS

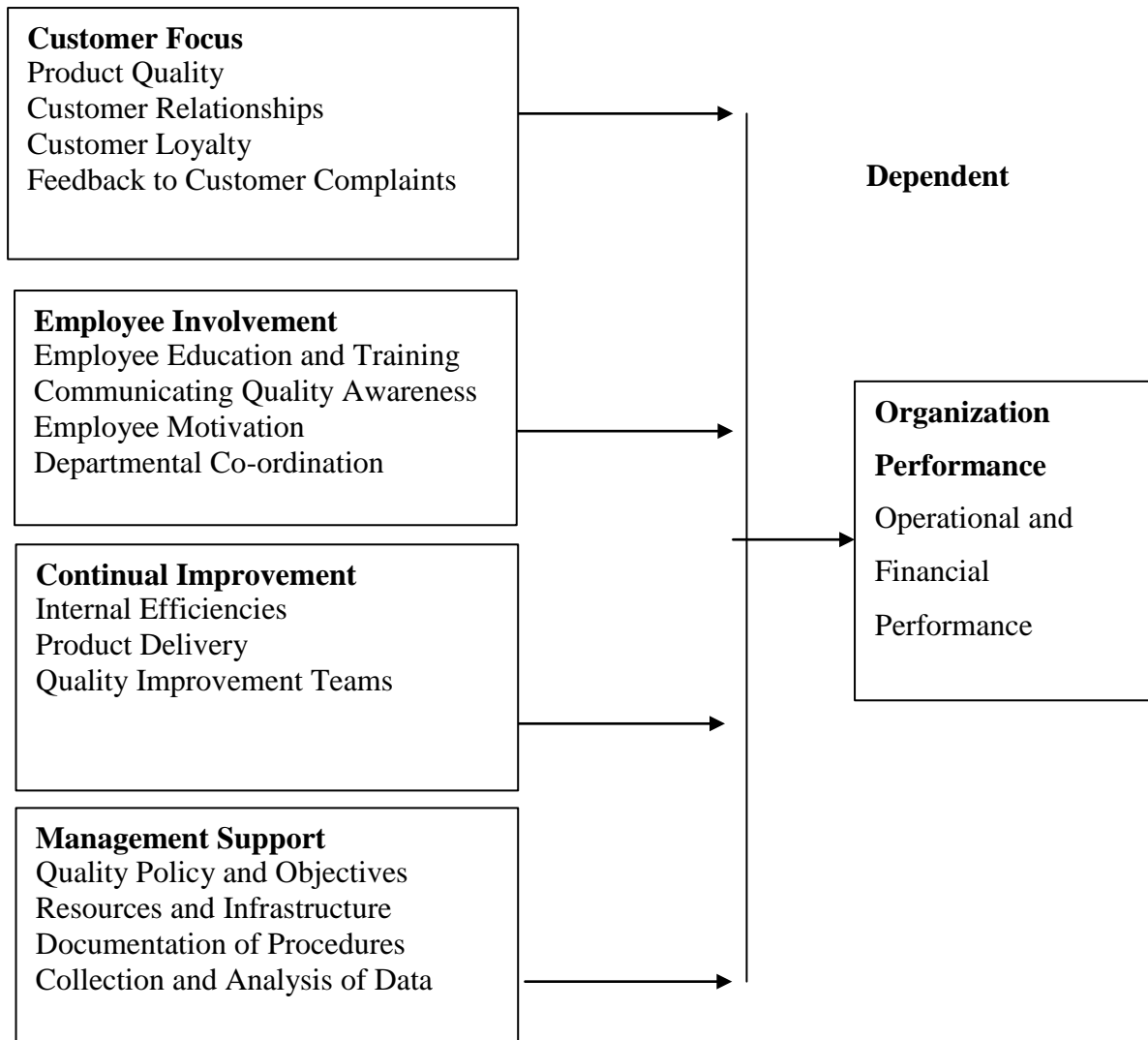


Figure 4 Conceptual Framework

Source: Researcher (2016)

2.5 Identification of Research Gaps

Various researches have been accomplished` on Quality Management Systems on Organization Performance but these studies dwelled on either non-public or non-private sectors in the manufacturing and service industries, educational institutions, public corporations, healthcare providers, construction industries. The study by Mokamba, Gakure and Keraro (2013) studied QMS in the performance of small and medium size businesses in Nairobi, Matata and Wafula (2015), studied on effects of QMS on performance of Kenya Ports Authority, Mangula (2013), studied manufacturing industries in Tanzania, Kaziliunas (2010), studied service organizations, Gulali (2015), studied public universities in Kenya, Khurana, Farooque, Singh and Kansal (2013), studied Indian defence R & D organization, Syed and IEng (2014), studied small, medium and large scale firms in the subsection of automotive vendor factories of Pakistan, Alwerfalli (2016), studied the construction industry. Few researches have been done on QMS on Organization Performance in tea factories that is why the researcher researched on QMS on tea factories.

2.6 Recap of Literature

This chapter has conducted a literature review on Quality Management System and Organization Performance for an in depth understanding of QMS and Organization Performance. Secondly, empirical literature of the research variables have been discussed and theories on which the variables have been grounded on have been described and the theoretical framework to illustrate the theories and conceptual framework of the independent and dependent variables have also been illustrated. Lastly the research identification gaps have been shown.

Based on the literature review on quality management systems it was noted that continuous improvement was an important component in customer contentment. Tea factories should continually look out for opportunities that improve on products based on changing customer needs. Proper control of management systems is therefore essential since management systems are part of quality control units. Quality accreditation through ISO was noted to be an important component in quality administration. ISO is a useful tool for standardisation of work processes and products. Organization Performance was noted to be closely related to the operation on internal processes. Internal processes if done efficiently reduce wastage, increases product quality and therefore, sales and profit margins realised increase. This increases competitive advantage. Literature review covered customer focus as part of QMS. Exceeding customer requirements was observed to be key to customer satisfaction. It is therefore essential that tea factories seek to understand in detail their customer needs and requirements since this is central to attracting more customers.

Employee involvement was considered as important in the administration of QMS. Employees should therefore be trained to enhance their work performance. This can be done through coaching, employee engagement and communication. The success of a QMS also observed to be tied to management support and the workplace culture. Managers in tea factories therefore should work towards creating a supportive environment and work culture that is quality conscious.

III. Research Design And Methodology

3.0 Introduction

In this chapter the researcher describes the methodology which was adopted in the research. It includes the design of the research, target population, procedures and techniques of sampling, how the population was sampled, instruments of data collection, piloting, testing for validity and reliability, methods and procedures of data collection, data analysis and ethical considerations.

3.1 Research Design

Kothari (2013), explain that research design as the theoretical framework within which a study is conducted; it comprises the blueprint of how data is collected, measured and analyzed. In this study the method of research is descriptive research design. Kothari (2013), explains that the description of the state of affairs as it exists at present is the major purpose of descriptive research since the researcher cannot control the variables and can only report what has happened or what is happening. Burns and Groove (2003) explains a research design as the master plan of carrying out a study in the manner that optimises on the control of extraneous variables that may affect validity of findings.

3.2 Target Population

Kasomo (2006), defines target population to consist of all members of a people or objects to which we generalize the results of our investigation. The target population of the study will comprise of the top management who are the Factory Unit Manager in charge of Administration, the Production Manager and assistants in charge of Production, Field Services Coordinator in charge of Field Operations, that is, leaf collection involving logistics and lorries and extension services for advising farmers, Factory Accountant and assistant in charge of Accounts, Field Systems Administrator in charge of ICT, the middle management who include the Section heads, Supervisors and Senior Mechanics and the lower cadre staff

who include the secretary, customer care, store clerks, office clerks, tea extension officers, logistic assistants or drivers and their clerk, quality control, boiler, laundry and the workers in green leaf, weathering, workshop, fermenting, drying, sorting and packing sections. The total population shall be 10 respondents.

Table 1 : Target Population

CATEGORY	NUMBER	PERCENTAGE
Top Management	8	7.7
Middle Management	6	5.8
Lower cadre staff	90	87
Total	104	100

Source: Research data 2018

3.3 Sampling Procedures and Techniques

In accordance with Kothari (2013), a census survey is preferable to a sample survey when the population is small. The study used census method in collecting data where all the respondents participated.

3.4 Sampling Population

The study being a census, the sample of the study was for all the workers at the Githongo Tea Factory. All the workers at the factory formed the sample of the study.

3.5 Construction of Research Instruments

Primary data was collected with the help of a questionnaire which consisted of general information in section A and closed ended questions utilizing a 5-point likert scale where the respondents chose on a scale between very large extent and little or no extent in section B and open ended questions. Kasomo (2006) defines a questionnaire as a carefully designed instrument (written, typed or printed) for collecting data direct from people. Kothari (2013) gives the merits of questionnaires as less costly even when there is a large population to be covered, an interviewer cannot be impartial, there is enough time for the respondents to give constructive responses, it is possible to get information to respondents who aren't easily approachable, samples which are large can be utilized and therefore dependable and reliable results can be achieved.

3.6 Piloting of Research Instrument

Prior to the questionnaires being administered, they were pre-tried on a few employees to find out whether the aims of the research were achieved. This assisted the researcher make the appropriate adjustments.

3.7 Testing for Validity and Reliability

Kothari (2013), validity ensures that a test measures what it is supposed to be measured. In order to get accurate information, the researcher will carry out the study in organization that has a quality management system. Kasomo (2006), reliability refers to how consistent a research instrument is. It implies stability or dependability of an instrument in order to obtain information. The researcher will administer the questionnaire herself and will offer guidance on what it entails. The researcher ensured the questions in the questionnaires were correctly formulated.

3.9 Data Collection Methods and Procedures

To enable the researcher, get the required information from the respondents, the researcher assigned a month to collect all the data. Data was collected from the management staff using drop and pick structured questionnaire. This method takes into cognizance of the fact that employees comprise a cross-section of individuals with different backgrounds and their understanding may not be uniform. This also will ensure control over the response rate and the interpretation of the questions.

3.10 Data Analysis and Techniques

After collecting data, the researcher checked how consistent and complete it was. Then, the data was coded using the statistical package for social sciences (SPSS) into the computer. Descriptive statistics like mean, percentages, standard deviation and inferential statistics such as regression analysis were used to analyse the data. According to Ngechu (2006), descriptive statistics has been defined as consisting of measures of central tendency which are the mean, median, mode and frequencies. Kothari (2004), statistical methods are important and also to organize and to summarize data to make meaning and to ease interpretation. In this study tables, frequencies and percentages will be used to present the results.

3.11 Ethical Considerations

Before proceeding to the field for data collection, permission was sought from the University as well as from Nacosti and taken to Githongo Tea Factory. All the activities pertaining to the study were fully explained to the authorities of Githongo Tea Factory and this involved informing the participants the purpose of the study which is for academic purpose and that their individual answers were kept confidential. The participants filled in consent form voluntary as an invitation to participate in the research study.

IV. Data Analysis, Presentation And Interpretation

4.0 Introduction

This chapter presents the data analysis, presentation, interpretation of analyzed data, summary, conclusions and recommendations. The purpose of the study was to assess the effect of QMS on organizational performance of tea factories in Kenya: a case of Githongo Tea Factory. The objectives of the study were: to determine the effect of customer focus on organizational performance, assess the effect of employee involvement on organizational performance, evaluate the effect of continual improvement on organizational performance, determine the effect of management support on organizational performance.

To collect the data required for the study, self-fill in questionnaires were used. The researcher was able to distribute 94 questionnaires to the respondents out of which 67 fully filled and useable questionnaires were recovered. The response rate obtained was

71.28%, which was considered adequate for analysis. According to Mugenda and Mugenda (2008), a response rate of 50% and above is considered adequate for analysis and reporting. Editing of the questionnaires was done for completeness before coding, analysis and reporting.

4.1 Demographic Details of Respondents

The demographic details of the respondents were considered important for the study. The information considered important was the gender, age, work experience and the department. The information was captured in the questionnaires which were supplied to the respondents.

4.1.1 Gender of respondents

The researcher was keen to know the gender of the respondents. The respondents were therefore requested to indicate their gender in the questionnaires. The captured data was analyzed and presented as shown in table 2

Table 2: Gender of respondents

Gender	Frequency	Percent
Male	46	67.6
Female	22	32.4
Total	68	100.0

Source: Research data 2018

The findings revealed the majority of the workers were male 46(67.65) while the female workers were 22(32.40%). The nature of the work at the tea factory is mainly masculine and the working shifts that requires workers to report and leave work at odd hours discouraged women. Some of the duties that workers attend to at the factory include loading of lorries, attending to boilers, driving tractors, motor vehicle mechanics, machine repair and electrical repair service jobs.

4.2 Age of respondents

The researcher requested the respondents to indicate what their ages were in the questionnaires which were provided. The information was important because age represents experience and diversity in the work place. The information collected was summarized and presented as shown in table 3

Table 3: Age of respondents

Age	Frequency	Percent
20-30	30	44.1
31-40	22	32.4
41-50	11	16.2
over 50	5	7.4
Total	68	100.0

Source: Research data 2018

The findings revealed that the majority of the workers 30(44.1%) were aged between 20 and 30 years. There were 22(32.4%) aged between 31 and 40 years. The workers aged between 41 and 50 were 11(16.2%). There were 5(7.4%) workers who were aged more than 50 years.

4.3 Academic Qualifications

Table 4: Academic Qualifications

Education Level	Frequency	Percent
Masters	5	7.4
Degree	15	22.1
Diploma	25	36.8
KCSE	21	30.9
Others	2	2.9
Total	68	100.0

Source: Research data 2018

4.4 Department of respondent

The effect of QMS on the organizational performance depends on the combined efforts of the departments in the organization. The departments that the workers were working in were therefore considered important for the study. The respondents were required to indicate their department in the questionnaires provided. The summary of the findings were presented as shown in table 4. The departments that were considered were administration, production, field operations, finance, accounting and ICT

Table 5: Department of workers

Department	Frequency	Percent
Admin	4	5.9
production	33	48.5
Field operations	25	36.7
Accounting and finance	4	5.9
ICT	2	2.9
Total	68	100.0

Source: Research data 2018

4.5 Job Category of Respondents

The respondents were requested to indicate their job category. The job categories considered were senior management, middle level management and the lower cadre staff. This was important because QMS effect on organizational performance depend on how jobs are structured across various levels of staff.

Table 6: Job Category of Respondents

Job category	Frequency	Percent
Senior management	14	20.6
Middle management	15	22.1
Lower cadre	22	32.4
Others	17	25.0
Total	68	100.0

Source: Research data 2018

The findings revealed that there were 14(20.6%) respondents in the senior rank while there were 15(22.1%) in the middle level management the lower cadre respondents were the majority 22(32.4%). There 17(25%) of the respondents who did not indicate their status among the classified job categories and they were therefore classified as others. The findings were reflective of the composition of employees at the factory since majority of the staff work under lower cadre rank while the minority were at the senior management rank.

4.6 Work Experience

The work experience is important in determining organizational performance. This is because job experience influences affect organizational performance. The summary of findings as captured in the questionnaires was presented as shown in table 7.

Table 7: Work Experience

Years worked	Frequency	Percent (%)
0-1 years	2	2.9
3-5 years	24	35.3
6-8 years	16	23.5
9-10	8	11.8
11->	18	26.5
Total	68	100.0

Source: Research data 2018

There were 2(2.9%) respondents who had worked for less than 1 year. The majority of workers 24(35.3%) had worked at the factory for between 3 and five years. There were 16(23.5%) of the workers who had worked at the factory for between 6 and 8 years. There were 8(11.8%) workers who had worked for between 9 and 10 years. . Those who had worked for more than 11 years were 18(26.5%).

4.3. Customer Focus on Organizational Performance

One of the objectives of the study was to determine the effect of customer focus on organizational performance at Githongo tea factory. To achieve this objective, the researcher asked the respondents to give their views on how the QMS had helped to improve customer focus. The views of the respondents on their level of agreement based on a scale of 1 to 5 where 5 was very large extent and 1 was very little or no extent. The results as captured were summarized and presented as shown in table 8

Table 8 : Customer Focus

s/no	Description	Mean	SD
1	To what extent has QMS led to improvement in product quality in order to meet customer needs?	4.29	.55
2	To what extent has QMS led to improvement of customer relationships?	4.12	.61
3	To what extent has QMS led to increased customer loyalty?	3.91	.54
4	To what extent has QMS led to the listening to customer feedback in order to make necessary changes and improvements?	4.12	.59
5	To what extent has QMS led to a decrease in customer complaints?	4.01	.78

Source: Research data 2018

The findings from the study were evident that the QMS deployed at the factory had led to an overall improvement in customer focus. When asked about the effect of QMS on the improvement of product quality, the respondents agreed that the product quality had improved to a large extent (m=4.29, SD=0.55). As a result of improved product quality, the factory was able to meet customer needs. Quality commodities and services provide satisfaction of the customer who will have an impact on increasing sales, increasing profit and sustainability of company (Purwihartuti, Sule, Hilmiana & Zusnita, 2016). Customer relationship was equally considered an important component in organizational performance. The findings from the respondents indicated that the QMS had led to an improvement in customer relationships (m=4.12, SD=0.61). Customer relationship is an essential element in improving organizational performance as it leads to improved sales. Improved customer relationship leads to consumer contentment, reduced accusations and added competitive advantage (Sampaio et al. 2009). Customer loyalty was also noted to be high (m=3.91, SD=0.54). It is estimated that a relatively small increase in customer loyalty can yield a proportionately huge profit increases (Drucker, 2009).

Customer feedback was noted to have improved through the application of QMS (m=4.12, SD=0.59) since the QMS employed customer surveys whose results were used to improve customer needs. It is important for organizations to note what the customer concerns and set in place procedures and mechanisms of adjusting so as to meet their expectations. Product and service dimensions considered important by the customer should adequately to maintain customer confidence in the organization (Dale, 2003). The research study revealed that the customer complaints had significantly reduced (m=4.01, SD= 0.78), which can be explained by the application of QMS. Reduction in customer complaints had contributed to the improvement in performance of the organization since customers had built confidence in the products of the factory. According to Dale (2003), managing customer complaints positively increases perceptions of an organization which by extension raises life span sales.

4.3.2 Employee Involvement and Organizational Performance

Employee involvement is an essential component of a QMS. Organizational performance is significantly related to the level of employee involvement. The researcher was therefore interested to know if the QMS had improved the level of employee involvement based on a scale of 5 to 1, where 5 was the highest involvement and 1 was the least. The findings were summarized and presented as shown in Table 9

Table 9: Employee Involvement

s/no	Effect of QMS on employee involvement	Mean	SD
B6	To what extent has QMS led to improvement in employee education and training through holding quality programmes?	3.88	.87
B7	To what extent has QMS led to enhanced quality awareness in the workplace in order to develop a quality culture?	3.94	1.21
B8	To what extent has QMS led to improvement in employee motivation?	4.06	.93
B9	To what extent has QMS led to improvement in internal communication by employees on quality related goals?	4.13	.91
B10	To what extent has QMS led to encouragement of teamwork leading to a successful quality management programme?	4.29	.73

Source: Research data 2018

The findings revealed employee education and training had improved ($m=3.88$, $SD=0.87$) as a result of QMS designing appropriate quality training programmes. The training of workers is important in addressing the gaps in skills and competencies required for work performance. According to Unnikrishnan (2010) and Palo and Padhi (2003), training of workers improves their engagement to quality guidelines. Training of workers is a means to improving organizational performance. The researcher asked the respondents to indicate the extent to which QMS has led to enhanced quality awareness in the work place. Quality awareness improves organizational work culture which leads to better organizational performance. According to the findings QMS had enhanced quality awareness ($m=3.94$, $SD=1.21$) among the factory workers. The quality culture among factory workers had therefore contributed to improved organizational performance at the Githongo Tea Factory. Barret and Waddell's (2001), research has shown the contribution of empowerment to a successful quality culture. The researcher was interested to know the extent to which the QMS had improved employee motivation. The findings revealed that employee motivation was high ($m=4.06$, $SD=0.93$). High employee motivation is related to organizational performance. Zhang, Z. (2000), declared that acknowledgement and remuneration actions should efficaciously activate worker engagement to quality advancement. The researcher therefore requested the respondent to indicate the extent to which QMS had improved internal communication on quality related issues. The findings revealed that the QMS at Githongo Tea Factory had to a large extent, ($m=4.13$, $SD=0.91$), improved the internal communication on quality related goals. Adequate correspondence is regarded as a way for maintaining impetus and drive for quality advancement procedure. It is crucial in influencing worker towards the corporate anticipations (Thiagarajan, Zari & Dale, 2001). In order to improve the devotedness to quality executives should communicate their preferences and anticipations to their workers with well-composed correspondence (Demirbay & Sahader, 2008). The researcher requested the respondents to indicate the extent to which QMS had led to the encouragement of teamwork amongst employees. This is because teamwork is essential for the implementation of a successful quality management programme. Based on the findings ($m=4.29$, $SD=0.73$), it was evident that QMS had contributed to a large extent in encouraging quality improvement teams thereby contributing to organizational performance. Various worker-focus operations such as enablement, team effort, worker engagement and working together, job beliefs, common perception and sufficient coaching were usually cited as requirements for any prosperous quality administration program (Brah, Wong & Rao, 2000; Evans & Dean, 2000).

4.4 Continual Improvement

In an increasingly competitive business world, continuous improvement is the core of sustained organizational performance and profitability. The researcher was therefore concerned with the extent to which QMS had contributed to the improvement in organizational performance through continuous improvement. The respondents were requested to indicate the extent to which the QMS had contributed to continuous improvement at the tea factory. The researcher used a scale of 1 to 5 where 5 was very large extent and 1 was very little or no extent. The findings were captured, summarized, analysed and presented as shown in table 10

Table 10 : Continual Improvement

s/no	Variable description	mean	SD
C11	To what extent has QMS led to an increase in internal efficiencies by reducing mistakes and defects which reduces operation costs?	3.72	1.05.
C13	To what extent has QMS led to the improvement in the definition and standardization of work processes	3.78	1.04
C15	To what extent has QMS enabled the use of quality improvement teams to solve problems and come up with solutions?	3.84	.86
C12	To what extent has QMS led to improved timeliness of delivery of products?	3.90	1.1
C14	To what extent has QMS led to a decrease in nonconformities of products being produced	4.07	.99

Source: Research data 2018

The researcher requested the respondents to indicate the extent to which QMS had led to an increase in internal efficiencies by reducing mistakes and defects which reduces operation costs. The findings from the study revealed that the QMS had to a large extent

(3.72, SD=1.05) led to an increase in internal efficiencies, implying that QMS played an important role in the factory organizational performance. In quality administration settings work operations are consistently examined which decreases errors and misuse of materials that improve organization efficaciously (Mehmood, Qadeer & Ahmad, 2014). The study further revealed that to a large extent (3.78, SD=1.04) contributed to the standardisation of the work processes. Santos and Millan (2013), noted that QMS led to advancement in the determination and homogenization of job procedures. The use of quality improvement teams had to a large extent (3.84, SD=0.86) enabled the factory solve problems and provide solutions. The timeliness of delivery of products was considered as important in the study. The research study revealed that to a large extent (3.90, SD= 1.1) the QMS had improved the timeliness of product delivery. Timeliness in product delivery is an important component in customer satisfaction. The QMS therefore had contributed to improved organizational performance. An impediment to improved organizational performance is non-conformity in products produced. The researcher therefore asked the respondents to indicate the extent to which the QMS was instrumental in reducing non-conformities. The findings revealed that the QMS at Githongo tea factory had reduced non-conformities to a large extent (4.01, SD= 0.99, implying that performance of the factory had benefited from the QMS to a large extent.

4.5. Management Support

The management of an organization forms part of a QMS. The success therefore of the QMS to realize the goals that relate to performance, the management commitment to the QMS therefore directly influences how the tea factory will perform

4.5.1 Management Support and Organizational Performance

The researcher was keen to know the extent to which the top management had been influenced by the QMS. This was important because for a factory to succeed in attaining growth and profitability, the role of management in supporting QMS targets is essential.

The respondents were to use a scale of 1 to 5 where, 1 was very little or no extent while 5 was very large extent. The findings analysed, summarized and presented as shown in table 11.

Table 11: Management Support

S/No	Variable description	Mean	SD
C18	To what extent has QMS led to providing a suitable environment to all staff to enable conformance to quality requirements.	3.96	.94
C17	To what extent has the QMS led to management ensuring availability of the necessary resources and infrastructure.	3.99	..84
C20	To what extent has QMS led to management collecting and analyzing data for decision making to initiate improvements	4.03	.73
C16	To what extent has QMS led to management setting and reviewing quality policy statements and quality objectives to ensure compliance to the quality standards	4.18	.93
C19	To what extent has QMS led to management documenting procedures to ensure things are done right at the first time and every time in the organization.	4.50	.56

Source: Research data (2018)

From the findings on leadership (m=3.96, SD=0.93), the researcher concluded that through QMS, the management was able to create a suitable working environment to all staff at the factory. A suitable working environment for staff is essential for conformity to set standards for satisfying customer needs and therefore meet the overall objective of organizational performance. This implies that the management grants the

appropriate surrounding to grant the greatest comfort to the group members to boost achievement and production (Leiter & Maslach, 2002). Resources and infrastructure are instrumental in organizational performance. Respondents were requested to indicate the extent to which the management through the QMS had provided the necessary infrastructure and resources for organizational performance. The average score ($m=3.99$, $SD=0.10$) indicated that the level of support from management was high. QMS had influenced the management ($m=4.03$, $SD=0.73$) in data collection for decision making. Fact based decision making results in more reliable decision making approaches which leads to better organisational management and performance. Demirbag and Sahadev (2008), noted that it is apparent that the obligation of the high administration is solely the greatest valuable and crucial determinants in quality administration as it is out rightly accountable for deciding a suitable vision, quality guideline as well as the institutional practice.

4.6 QMS and Organizational Performance

The researcher was keen to establish the overall effect of QMS on organizational performance. The variables whose mean was calculated were customer focus, continual improvement, employee involvement, and management support. The highest score of 5 implied the effect was very high while 1 implied very little or no effect.

4.6.1 Organizational Performance

The researcher used a likert scale of range 5 to 1, where 5 was the highest effect ad 1 the least. The mean scores ad standard deviations were presented as show in Table 12.

Table 12: Effect of QMS on Performance

Variable	Mean	SD	Effect on performance
Customer focus	4.09	0.64	High
Employee involvement	4.06	0.93	High
Continual improvement	3.86	0.80	High
Management support	4.13	0.80	High
Mean	4.04	0.79	High

Source: Research Data 2018

The findings from the study revealed that there a high overall effect on the performance of the Tea factory as observed from the variables under the study. The overall effect ($m=4.04$, $SD=0.79$) of the QMS on performance implied that whereas the mean was noted to be high, there were some who felt that the QMS had managed a moderate effect on performance. The effect of customer focus on performance was ($m=4.09$, $SD=0.64$), while employee involvement was ($m=4.06$, $SD=0.93$). Continual improvement was ($m=3.6$, $SD=0.80$) which was least average among the variables used in the QMS.

4.6.2 Regression analysis

The role of QMS is to reduce nonconformance to standards. This is so because performance can only be measured by against defined benchmarks of quality in customer focus, employee involvement, management support and continual improvement. A regression analysis was carried out to determine how the variables considered in the QMS affected performance.

Table 12 : Regression model summary for QMS and Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.638 ^a	.407	.398	.70043
2	.762 ^b	.580	.567	.59390
3	.814 ^c	.663	.647	.53615
4	.829 ^d	.688	.667	.52043

- a. Predictors: (Constant), B5
- b. Predictors: (Constant), B5, C19
- c. Predictors: (Constant), B5, C19, B6
- d. Predictors: (Constant), B5, C19, B6, C16
- e. Dependent Variable: C14

The predictor variables produced four linear models with R-square values of 0.398, 0.567, .647 and 0.667 this implied that performance of the tea factory would be accounted for by the QMS was in the rage of 39.8% and 64.7 %.

4.6.3 ANOVA

The analysis of variance was done to establish the significance of the variables in the regression model summary

Table 13: ANOVA table

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	21.872	1	21.872	44.582	.000 ^b
Residual	31.889	65	.491		
Total	53.761	66			
Regression	31.187	2	15.594	44.209	.000 ^c
Residual	22.574	64	.353		
Total	53.761	66			
Regression	35.652	3	11.884	41.342	.000 ^d
Residual	18.110	63	.287		
Total	53.761	66			
Regression	36.969	4	9.242	34.123	.000 ^e
Residual	16.792	62	.271		
Total	53.761	66			

- a. Dependent Variable: C14
- b. Predictors: (Constant), B5
- c. Predictors: (Constant), B5, C19
- d. Predictors: (Constant), B5, C19, B6
- e. Predictors: (Constant), B5, C19, B6, C16

The findings revealed that the four regression models were all significant as indicated by the F values and p-values which were significant at $p < 0.01$. The values of F were 44.582, $p < 0.01$; $F = 44.209$, $p < 0.01$; $F = 41.342$, $p < 0.01$.; and $F = 34.123$, $p < 0.01$. The researcher therefore concluded QMS played a significant in the competitiveness of the Githongo tea factory. This however can be improved by increasing participation and employee across all the departments.

4.7 Discussions of Findings

The aim of the study was to assess the influence of quality management systems on organisational performance in Githongo tea factory. The demographic information obtained from the research study revealed that job placement was heavily skewed in favour of male workers. The number of female workers in the factory was 32.4% against 67.6% for male workers. One of the observations made was that a number of functions were heavily masculine and therefore discouraged women.

To assess the effect of customer focus on organizational performance, respondents were required to indicate their level of satisfaction based on a scale of 1 to 5 where the highest level of satisfaction was 5 and 1 was the least level of satisfaction. The mean scores obtained showed that QMS had to a great extent influenced of quality products and customer relationships. Customers are the source support in business growth, profitability and therefore satisfying through the provision of high quality product and good relationships. The highest score obtained in the variables under customer focus was the quality of products which was (4.29, $SD = 0.55$) and indication that the product quality was high as a result of applying the QMS. According to literature review, organizations that excel in product quality also excel in organizational performance tend to have strong and operational QMS. Among the variable considered for customer focus, the least was customer loyalty. The mean score of (3.91, $SD = 0.54$) was an indication that customer loyalty should be given further consideration because a company cannot achieve performance targets with poor or moderate customer royalty as was the case at

Githongo tea factory. The possible explanation would in the offerings from other tea factories. The QMS had improved customer feedback ($m = 4.12$, $SD = 0.59$), customer relationship ($m = 4.12$, $SD = 0.61$) and a decrease in customer complaints ($m = 4.01$, $SD = 0.78$.) The conclusion of the researcher was that though the QMS had lead to reduced complaints, improved customer relationships, the factory should address perceptions among some the respondents that showed contrary opinion. the standard deviations of 0.59, 0.61, 0.78 indicate that

there was a significant number of respondent that were of the opinion that QMS had not done enough to address the challenges of customer relationship management, customer feedback and reduction in customer complaints. The second objective of the study was to determine how employee involvement affected organizational performance at the Githongo tea factory. This was because employees are part of the QMS. The work of QMS is to create an environment through which employee involvement in the organizations operations enhances performance. Factors considered were, Employee Education and Training, Quality Awareness, Employee Motivation, Internal Communication and Teamwork. The general observation of the researcher was that there was a strong perception that employee involvement was high as a result of training programmes designed by the QMS. More than 80% of the respondents reported that the QMS had education programmes on quality. Employee training according to the literature increases worker performance therefore improving on organizational performance. Quality awareness according to the study had been enhanced by QMS given that that the respondents reporting that it was low 14.7 % compared to 85.3% who reported that quality awareness was high.

Continual improvement was noted to be an integral component and focus of QMS at the Githongo tea factory. The researcher established that a significant number of respondents were not satisfied that QMS had achieved optimum success in increasing internal efficiency, improvement in standards and quality improvement. Since the mean scores for these variables was 3.72, 3.78, and 3.84 respectively. The findings therefore indicated that for the organization to remain competitive, more resources should be directed to continual improvement efforts. The researcher find out that the QMS carried out an annual quality audit to improve satisfaction and performance. The researcher noted that as a result of the QMS continual improvement efforts, cases of nonconformity to standards in the product quality had been kept to less than 5 % which was commendable.

The last objective of the research study was to determine the extent to which the factory management had influenced the success of the QMS. The researcher noted that because of the management the QMS was able to provide a suitable environment ($M=3.96$, $SD=0.11$) for worker's necessary resources. The provision of the adequate infrastructure was rated at ($M=3.99$, $SD=0.10$), implying that workers had the necessary infrastructure required for implementing the factory quality policies, procedures and processes. When asked the extent to which data was used for decision making the respondents indicated that improvement initiatives to large extent relied on data ($M=4.03$, $SD=0.09$) which reduced errors. The respondents indicated that the to a very large extent ($M=4.50$, $SD=0.07$) improvement initiatives were based on the frequent review setting and reviewing quality policy statements and quality objectives by holding management review meetings yearly to ensure compliance to the quality standards and documenting procedures ($M=4.50$, $SD=0.07$) to ensure things are done right at the first time and every time in the organization to embeds quality awareness at every step of product or service while targeting the end consumer and to reduce process or product variability.

V. Summary, Conclusions And Recommendations

5.1 Introduction

In this chapter, the summary of the research study, conclusion and the recommendations have been captured. The suggested possible areas of further research to enrich this study have also been included.

5.2 Summary of the research study

The general objective of the study was the assessment of the effect of QMS on organizational performance of tea factories in Kenya: a case of Githongo Tea Factory. The data collection was done using questionnaires which respondents were requested to fill. A response rate of 71.28 % was obtained, which the researcher considered good for analysis. Respondents were drawn from the senior management, the middle and lower cadre staff. A regression analysis on the variables revealed that the QMS had a significant effect on the performance of the Tea factory.

5.2.1 The effect of Customer Focus on Organizational Performance

The research study revealed that QMS had played a significant role in meeting customer expectations in terms of quality. QMS had improved customer relationships which had led to an overall improvement in sales. The product quality was ranked at 4.29 based on a scale of 1 to 5 where 5 meant the effect of QMS on product quality was very high and

1 meant little or no effect. Customer relationship was also noted be positive ($m=4.12$, $SD=0.61$), which by extension implied that customers were satisfied with the product and services provided by the tea factory. Satisfying customers is the means to increasing sales and therefore the overall performance.

5.2.2 The effect of Employee Involvement on Organizational Performance

Workers characteristics such as training, quality culture, motivation, gender and age and work experience are important in improving organizational performance. The researcher noted that majority of the workers (97.1%) had sufficient experience because they had worked for more than one year. The researcher noted that the workers were quality conscious which is essential for high quality products and services. The quality culture

among factory workers had therefore contributed to improved organizational performance at the Githongo Tea Factory. High employee motivation is related to organizational performance. The motivation level of the workers ($m=4.06$, $SD=0.93$) was an indication that QMS had succeeded in motivating workers to focus on quality strongly. Zhang, Z. (2000), declared that acknowledgement and remuneration actions should positively activate worker engagement to quality advancement. Adequate correspondence is regarded as a way for maintaining impetus and drive for quality advancement procedure. The QMS had influenced and led to improvement in communication ($m=4.13$, $SD=0.91$) which was very based on a scale of 5 to 1 with 5 being the highest score. Communication with an organization ensures that information flow creates order, sanity and synergy. Organizational performance is significantly related to the level of employee involvement. The researcher noted that the working relations between departments had improved because QMS procedures encouraged teamwork thus contributing to organizational performance.

5.2.3 The effect of continual improvement on organizational performance QMS had to a large extent led to an increase in internal efficiencies, implying that QMS played an important role in the factory organizational performance. After consistently examining work operations there was decrease in errors and misuse of materials thus improving organization efficaciously. QMS was found to have led to advancement in the determination and homogenization of job procedures. The use of quality improvement teams had to a large extent enabled the factory solve problems and provide solutions. The research study also revealed that to a large extent, the QMS had improved the timeliness of product delivery. The findings revealed that the QMS had reduced non conformities to a large extent ($m=4.07$, $SD=0.11$), implying that performance of the factory had benefited from the QMS. The QMS therefore had contributed to improved organizational performance by reducing non conformities. The reduction of nonconformities and product quality had been addressed through yearly internal audits.

5.2.3 The effect of Management Support on Organizational Performance

A suitable working environment for staff is essential for conformity to set standards. This ensures that satisfaction of customer needs is addressed thereby meeting the overall objective of organizational performance. This implies that the management grants the appropriate working environment for the maximum comfort to the group members to boost achievement and production. Resources and infrastructure are instrumental in organizational performance. The QMS had facilitated the provision of resources that were required for work performance. QMS had influenced the management ($m=4.03$, $SD=0.09$) in data collection resulting in more reliable decision making approaches which leads to better organisational management and performance. The obligation of the high administration is solely the greatest valuable and crucial determinants in quality administration.

5.3 Recommendations

The tea factory should set in place suitable plan of action and activities for initiating the essential alterations and enhancements. It also crucial to make clear and determine the features of the commodity and service which the consumer finds appealing the prosperity of any organization. The prosperity of any institution in the expected time to come would rely upon the contentment of its consumers" requirements efficaciously and emphatically on continual basis. Consumer contentment is the final measure of firm achievement as it foretells the future prosperity or loss of an institution Advancements in quality raise consumer contentment, thus resulting to increment in merchandise share and revenue increase greater quality would result to the reservation of existing consumers and in attracting latest consumers which in turn would raise merchandise share. Quality commodities and services will provide satisfaction of the customer who will have an impact on increasing sales, increasing profit and sustainability of company a greater all-inclusive quality administration program needs skilful and educated employees Quality-related training programs help employees know how to use quality improvement tools various worker-focus operations such as enablement, team effort, worker engagement and working together, job beliefs, common perception and sufficient coaching are requirements for any prosperous quality administration program persons at every level are fundamental of an institution and their entire engagement enables their competencies to be employed for the institution"s advantage. Executives should communicate their preferences and anticipations to their workers with well-composed correspondence Continuous quality improvement to do away with causes of errors and difficulties in order to advance quality and efficacy in an organization should be done, stage by stage to make achievements instead of one particular invention. This way large returns can be attained in an institution. In an organization every person, should be accountable to ensure that the job is actually accomplished in the greatest productive manner.

The management should grant the appropriate surrounding to grant the greatest comfort to the group members to boost achievement and production the administration should acts as a driver of the employment of quality administration system through the granting of required resources as well as a key to continual betterment through the establishment of beliefs, aims, procedures to satisfy consumer anticipations and enhance institution achievement.

5.4 Suggestions for Further Research

- i. A study to determine the influence of benchmarking on the performance the factories in Kenya
- ii. A study to determine the effect of employee motivation of the performance of tea factories in Kenya
- iii. A study to determine the influence of management practices and the performance of tea factories in Kenya
- iv. The tea factories from 2018 are transforming to ISO 9001:2015. A study can be done to determine the influence of the ISO 9001:2015 on Organizational Performance of tea factories in Kenya.
- v. A study to determine the influence of the integrated management system which captures the QMS on quality (ISO) and the Food Safety 22000 on Organizational performance of tea factories in Kenya.

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