Influence of Level of Communication on Implementation of Total Quality Management at Teachers Service Commission Headquarters, Nairobi, Kenya.

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Abstract

Purpose: The study investigated Influence of level of communication on implementation of Total Quality Management at Teachers Service Commission Headquarters, Nairobi, Kenya. To determine to what extent does Internal and External Communication influence implementation of Total Quality Management, to examine to what extent does Upward and Downward Communication influence implementation of Total Quality Management at Teachers Service Commission Headquarters, Nairobi, Kenya. The study was based on Demings`s theory of Total Quality Management.

Materials and Methods: The study 292 employees that comprises of 12 top management, 55 middle level supervisors, 160 clerks and 53 subordinate staff. Hence, basing on the formula n=0.3%N, a total sample of 92 respondents is involved where; 4 are top management, 18 middle level supervisors, 53 clerks and 17 subordinate staff.Systematic random sampling and stratified sampling was used to get the categories of staff in sections per each directorate and simple random sampling to arrive at the sample for the top management of which a sample of 20% was used. Questionnaires and interview guides were used to collect data.

Findings. The findings show the null hypothesis which states that there is no significant relationship between Internal and External communication and Top Quality Management would be accepted if p<0.05.The null hypothesis was therefore rejected and there is no significant relationship between Upward and Downward communication and Top Quality Management would be accepted if p<0.05.The null hypothesis was therefore rejected.

Conclusion: There is a relationship between Internal and external communication and Total Quality Management, there is a relationship between Upward and Downward communication and Total Quality Management. Internal and External communication provides a conducive environment for achieving organization goals. Upward and Downward communication fosters coordination and unity in the attainment of organization goals.

Key terms: Level of Communication, Total quality Management, Internal and External Communication, Upward and Downward Communication, Teachers Service Commission

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I.   INTRODUCTION

Globalization of market economies has urged corporations in all sectors to concentrate on maintaining a sustainable competitive edge which is directly related to the upkeep of quality both in terms of services as well productivity (Kumar et al. 2014). This is only possible if an organization engages in operations or produces products that are able to effectively compete in the market. Bearing in mind the nature of the current market is characterized by ever stiffening competition and ever changing customer expectations and demand, an organization must come up with unique competitive strategies and produce goods and services that continuously meet and exceed these demand and expectations (Salaheldin, 2008). One of the management approaches that can be used to achieve continuous quality improvement is Total Quality Management (TQM). It is the coordination of efforts directed at improving customer satisfaction, increasing employee participation,

strengthening supplier partnerships, and facilitating an organizational atmosphere of continuous quality improvement (Pride, Hughes, and Kapoor 2009, 181). The American National Standards Institute (ANSI) and the American Society for Quality (ASQ) defines quality as "the totality of features and characteristics of a product or service that bears on its ability to satisfy given needs". Different authors have defined quality in different ways. For instance Crosby defined it as "Conformance to requirement" Juran views quality as the satisfaction of customer needs i.e. "Fitness for use" of a product, and one of the most popular definitions of quality is meeting or exceeding customer expectations. (Evans & Dean, 2000).Zambian government had been experiencing difficulties in tax collection. With the help of JICA, they adopted fishbone and quality control cycles in finding the root cause of this problem. They found out that taxes could not collect themselves. They had to collect it Quality management has evolved through Quality Inspection, to Quality Control, to Quality Assurance then to the current Total Quality Management (Kenya Institute of Management, 2009). Globally, a number of organizations have adopted quality initiatives. Toyota company for instance developed the philosophies of 'customer first' and 'quality first'. They set up quality assurance systems across various divisions and departments (Omware, 2013). They introduced statistical quality control (SQC) in 1949 followed by Total Quality Management (TQM) initiatives based on the unchanging principles of 'customer first' and 'total participation'. Through their quality initiatives, they won the Deming Application Prize in 1965 and the Japan Quality Medal Award in 1970 (union of Japanese Scientists and Engineers, 2006). Sony Company set out to respect their customers' viewpoints and remain committed to deliver quality products and customer service that exceed their customers' expectations. To achieve this, Sony implemented continuous, decisive efforts in enhancing product quality and continuously improve its quality management system (Sony Company, 2012).Communication is a key aspect in schools. Quality management systems consider communication to be one of the most important components in schools. They thus attempt to modify or generate a horizontal and vertical communication system that helps achieve the agreed objectives (Robles-García et al., 2005). The managers must interact with their teaching staff their students, parents, etc. Communication among teachers is a key factor in planning and intervening in teaching processes. Communication and external relations are identified as elements that all schools aim to establish, in a social context where opening up the schools to the nearby community and other external agents is a reality, and even a goal of these organisations. In this sense, this paper is part of a study with a much broader scope that would cover the impact of quality management systems on the entire organisation. In this case the focus is on two basic elements: communications and external relations (Jackson & Marriot, 2012; Price, 2012).

Statement of the problem

In today's rapidly changing world, many organizations adopted Total Quality Management with inflated expectations and a quick-fix mentality and considered quality management as a critical factor of success for competitiveness and to sustain their profitability in the marketplace and quality service delivery. Greater awareness and commitment to quality throughout the organization and implementation of programs aimed at process improvement are becoming focal points to increase the company's overall performance. For this reason, many researchers consider TQM as a leading management philosophy therefore, the incorporation of quality management principles and strategic planning is natural and inevitable (Kantardjina, 2015). Moreover, while the literature linking the implementation of TQM and organizational performance included a rich spectrum of research, there has been limited research on Influence of level of communication on implementation of Total Quality Management at Teachers Service Commission Headquarters, Nairobi, Kenya.

Research objective

The study was based on the following research objectives:

To determine to what extent does internal and external communication influence implementation of Total Quality Management at Teachers Service Commission Headquarters, Nairobi, Kenya.

To examine to what extent does upward and downward communication influence implementation of Total Quality Management at Teachers Service Commission Headquarters, Nairobi, Kenya.

Research hypothesis

The study was based on the following research hypothesis:

$H0_1$:There is no significant relationship between internal and external communication and implementation of Total Quality Management at Teachers Service Commission Headquarters, Nairobi, Kenya

$H0_2$:There is no significant relationship between upward and downward communication and implementation of Total Quality Management at Teachers Service Commission Headquarters, Nairobi, Kenya

II.   LITERATURE REVIEW

Concept of Total Quality Management

Total Quality Management (TQM) is an approach that seeks to improve quality and performance, which will meet or exceed customer expectations. This is achieved by integrating all quality-related functions and processes throughout the organization. Total Quality Management takes into account all quality measures at all levels while involving all organization employees (Murray, 2009). TQM is a philosophy aiming at continuous improvement and involvement of the whole organization starting from the top of the hierarchy and ending at the bottom level of employees (Ndirangu, 2010). Quality is achieved when customers' expressed and implied requirements are met fully. Some eminent definitions of quality have been derived from this core statement. They include: the totality of features and characteristics of a product or service that bears on its ability to meet a stated or implied need (ISO, 2004), fitness for use Juran (2008), and conformance to requirement (Crosby, 2009). It is important to note that satisfying the customers' needs and expectations is the main factor in all these definitions. Therefore, it is an imperative for organizations to identify such needs early in the product/service development cycle. Total quality is a strategic integrated system for achieving customer satisfaction that involves all managers and employees and uses quantitative methods to improve an organization's processes (Braxton 2013). TQM practices can be classified as both external and internal. External TQM practices are those factors, which will influence the future of TQM from without the TQM discourse. The technology, markets and environmental drivers are all classed as external drivers. Internal TQM practices are a management approach aimed at incorporating awareness of quality in all organizational processes (Oakland, 1999).These are issues within the TQM movement. Internal TQM practices are those factors, which will influence the future of TQM from within the TQM discourse. They includes; focus on the customer, long term commitment and leadership, topmanagement support and direction, employee empowerment and involvement, effective and renewed communication, commitment to training, importance of rewards and recognition and reliance on standards and measures (McAdam& Henderson, 2002). TQM offers many benefits when properly implemented, such as reduced scrap and rework, the elimination of defects, reduced levels of cost, increased levels of productivity & efficiency and better employee morale. Chin & Pun (2002) stated that successful TQM implementation will result in improved products and services, more satisfied employees and customers, reduced costs and an improvement in the organizational financial improvement. There are barriers that face TQM implementation identified as follows; competitive markets, bad attitudes/abdication of responsibility/management infallibility, lack of leadership for quality, and deficiency of cultural dynamism. Others include inadequate resources for total quality management, lack of customer focus, and lack of effective measurement of quality improvement, poor planning, lack of management commitment, resistance of the workforce and lack of proper training (Ustadh 2012). It is important to note that there are factors that may inhibit successful implementation of TQM. Arshida & Agil (2012) refer to them as barriers of TQM implementation. These factors include; lack of top management commitment which is associated with lack of critical resources and poor leadership leading to poor employee empowerment and motivation, poor or weak organizational vision and plan statement that dilutes employee's efforts in quality programs. Another important factor is government influence that is associated with bureaucracy and other slow systems. Lack of favorable quality policy or low government support of quality programs makes it a challenge to adopt and implement quality initiatives.

Internal and external communication and implementation of total quality management

Organizations consider internal communications as crucial in the implementation of total quality management in any organization across the world. A study conducted by Sharp (2017) on communication matters influencing effective implementation of ISO 9001:2000 used a combination of quantitative and qualitative techniques in attaining the study objectives . The study developed questionnaire to establish the internal communications as crucial in TQM implementation in any organization. The study established that a firm that has a well-defined communication and quality awareness that has active top management support is more likely to achieve the implementation of ISO 9001:2000. Another study carried out by Baidoun (2016) to evaluate important matter that effect TQM in Palestinian firms used questionnaires that targeted 42 financial organizations in the country. The study established that well defined and consistent internal communication at different levels and functions of the firms on quality initiatives, quality mission and quality objectives clearly stating the desired quality values are significant in effective TQM implementation.

Samsudin, Jalil and Ibrahim (2017) explored the trends in internal communication for total quality management implementation in manufacturing firms. In consideration to the analysis of survey questionnaires, the study sent questionnaires to 104 leading manufacturing firms that have implemented TQM in Malaysia. The study established that there are specific communication approaches and practices that can be applied by the management when conveying and disseminating TQM messages, although some of the approaches lack clear policies. The study also established that internal communication practices can be considered to be poorly

planned. In discussing the role of internal communication, Kennan & Hazleton (2006) pointed out that, internal communication is crucial for both organizational success and for their day-to-day existence. According to them, this is because internal communication can engage employees' intellectual and creativity to produce value. As Quirke (2008) mentioned, the role of internal communication is to illuminate the connection between different pieces of information and its job to provide employees with the information they need for their job. Another issue of internal communication was studied by Quinn & Hargie (2004) use a triangulation approach encompassed structured interviews. They adopt the international communication audit questionnaires and a critical incident approach to study the issues of internal communications at Royal Ulster Constabulary (RUC). The result of the interview provided seven categories in terms of how people felt about communication in their sub-division. Among others are, perceived as open to new ideas, willing to share information, able to clarify expectations and able to co-ordinate work. Formal channels as meetings and briefing were perceived as administrative tool and majority indicated a problem in communicating. A little bit difference found by Worley & Doolen (2006) on internal organizational communication. They found moderate support for communication within organization towards lean manufacturing implementation making a positive impact on communication primarily involved communication lines with management. They investigated two specific variables; management support and communication within the organization. Additionally, their findings also showed the majority practice poor communication (64.6 percent) involved communications between departments or communication necessary to facilitate material flow through the factory. They also found strong evidence to prove that the dissemination of information to all employees about lean manufacturing did not occur.

In Thailand, Noknoi (2011) studied about the organizational communication pattern at Thaksin University. The study mentioned that the majority of the respondents agreed that the executives should provide clear information, improve public relations through media and declare any problems occurring in any changes to all members of staff. With regard to increase motivation and confidence of workers, supervisors in each department should hold discussions. According to Murphey (2009), both internal and external communication is critical in implementation of quality programs. It enables stakeholders both within and outside the organization to have an in depth understanding of quality and its management. Another study by Adeoti (2017) evaluated Total Quality Management (TQM) Factors. The study through an empirical review of Kwara State Government Hospitals evaluated the Total Quality Management (TQM) Factors in these hospitals in Nigeria. The findings of the study established that lack of proper external communication with other stakeholders contributed to poor quality health provision. Wanderi (2015) carried out a study on the factors influencing implementation of total quality management in construction firms in Rwanda. The study focused on the fair construction company that operate in Rwanda. The study established that effective external communication was crucial in TQM implementation in construction companies in Rwanda.

Upward and Downward Communication and Implementation of Total quality management

According to Kasongo & Moono (2010), communication is the exchange of ideas, messages, or information between people through speech, signals, or writing. According to him, success of an organization depends on communication such that when the process is hampered, the entire 14 organization suffers. Every organization must therefore put into place proper communication systems that facilitate horizontal, vertical, upward and downward exchange of information. Top management must translate quality information in understandable form that all stakeholders can understand put in place feedback channel to allow a two way communication process (Murphey 2009). A study conducted by Sharp et al (2000) on Factors Affecting Successful Implementation of ISO 9001:2000 found out that an organization with clear communication and quality awareness supported by active top management are likely to succeed in the implementation of ISO 9001:2000. Similarly, a study conducted by Baidoun (2003) on critical factors of TQM in Palestinian organizations revealed that clear and consistent communication at all levels and functions of the organization on quality programs, quality mission and quality objectives defining quality values is key in successful implementation of TQM.

According to Leslie and Byars (2006) examined factors that interfere with the communication process; poor listening skills, good interpersonal communication skills involve not only sending messages but also receiving them. The receiver should have a clear mind and write down things that are important. Lack of feedback; since communication is a two way process, information must flow back and then between sender and receiver. Differences in perception are interpreted. This process is effective in checking performance rates of an employee in that error may be made through the whole effect. This is where an individual general impression is judged by a single personality trait. This again leads to misinterpretation of words and the intended information is not decoded as expected. Evans also proposed the routes of communication which one considered vital in this study. Vertical communication is the principle channel for directors, instructors and policies from top decision makers down to the employees who will implement them. Also it describes the upward channels through which suggestions, criticisms and queries flow to the top management. The downward follow of communication is channeled through an organization's line of autonomy from the manager to the subordinate in a report to

relationship. Lateral communication is the frequent and routine communication between people who operate at the same or similar level, for example clerical staff. These employees are not inhibited nor affected by the chain of command that they experience when they communicate with their superiors,(Leslie and Byars 2006 and Evans 2000). Peer group mark the relations, in diagonal communication, there no obvious line of authority. It may occur when a superior of one department requires the services of another subordinate in a different department. There are also other communication flows in an organization that employees use, we have the grapevine which is totally unofficial communication system that has been constructed informally and constantly changing. Its basis is rumors and gossip and is very common with employees. Communication is of great importance to any organization, it aids in managerial performance, and communication helps managers to secure information for decision making to diagnose the various problems faced by him and to decide on actions to be taken to solve them. Through communication, they are able to plan properly, to organize objectivity, direct decisively and control correctly.

Theoretical Framework

Deming's theory of profound knowledge is a management philosophy grounded in systems theory. It is based on the principle that each organization is composed of a system of interrelated processes and people which make up system's components. The success of all workers within the system is dependent on management's capability to orchestrate the delicate balance of each component for optimization of the entire system (Bowen, 2010).The system of profound knowledge is based on system appreciation to understand the company's processes and systems, variation knowledge to understand the occurrence of variation and their causes, 18 knowledge theory to understand quality programs and psychology knowledge to understand human nature. In his fourteen points, he proposed that among other points, management commitment, positive corporate culture, employee's education and training and proper communication system is paramount in implementation of TQM. The Shewart Cycle which is about learning what works and what does not and ongoing improvement in a schematic way. He further noted that if a company focuses on costs, the costs rise while quality deteriorates. (Kenya Institute of Management, 2009). This is consistent with the theory of constraints discussed by Zadry and Yosuf (2006). Theory of Constraints (TOC) which is a set of concepts, principles and tools that can be used to improve management of systems and maximize performance by identifying the most restrictive limiting factor that constraints the system's performance and managing it. It focuses on improving performance rather than reducing costs. This study is anchored on these two theories in that: it takes all the organizations' systems to have a successful implementation of TQM and the organization performance is highly dependent on its ability to continuously improve on management of its systems.

III. MATERIALS AND METHODS

Study design: Survey research design was used as it allows the researcher to describe characteristics of an individual or group as they really are. (Kothari, 2011).

Study location: The study targeted 292 employees that comprises of 12 top management, 55 middle level supervisors, 160 clerks and 53 subordinate staff. Hence, basing on the formula n=0.3%N, a total sample of 92 respondents is involved where; 4 are top management, 18 middle level supervisors, 53 clerks and 17 subordinate staff

Sample Size*:* A total sample of 92 respondents were involved where; 4 are top management, 18 middle level supervisors, 53 clerks and 17 support staff working in the sampled directorates at the TSC headquarters systematic random and stratified sampling to get the categories of staff in sections per each directorate and simple random sampling to arrive at the sample for the top management

Sample calculation: A sample of 20% was used and considered a large sample (Best & Kahn, 2011). Questionnaires were used to collect data questionnaires were prepared to collect data from the supervisory staff and lower cadre staff. Interview schedule will be used to collect data from top management officers.To enhance the content validity of the instruments a pre-test of the instruments was carried out. Piloting aimed at testing the clarity of test items, suitability of language used and the feasibility of the study. The reliability of the instruments was determined using test-retest technique. Pearson product moment correlation was used to compute the reliability coefficient at $p<0.05$ significance (Best & Kahn, 2011). The descriptive statistics used included frequencies and percentages

IV. FINDINGS AND COMMENTS
Internal and external communication and implementation of total quality management
Table 1 shows there is a well-developed internal communication system

Table 1: There is a well-developed internal communication system

	SD		D		N		A		SA	
	f	%	f	%	f	%	f	%	f	%
Human Resource Management	0	0.0	10	18.2	20	36.4	21	38.2	4	7.3
Administration	0	0.0	5	23.8	5	23.6	7	33.3	3	14.3
Information Communication Technology	0	0.0	6	37.5	5	31.3	5	31.3	0	0.0

Table 1 shows majority 38.2% on Human Resource Management agreed that there is a well-developed internal communication system while 36.4% were neutral and 18.2% disagreed respectively.
On Administration majority 38.1% agreed that there is a well-developed internal communication system while 28.6% strongly agreed and 14.3% disagreed and were neutral respectively.
On Information Communication and Technology 37.5% disagreed that there is a well-developed internal communication system while 31.3% agreed and were neutral respectively.
Table 2 shows there is a well-developed external communication system

Table 2: There is a well-developed external communication system

	SD		D		N		A		SA	
	f	%	f	%	f	%	f	%	f	%
Human Resource Management	0	0.0	12	21.8	19	34.5	20	36.4	4	7.3
Administration	1	4.8	5	23.8	2	9.5	9	42.9	4	19.0
Information Communication Technology	0	0.0	5	31.3	7	43.8	3	18.8	1	6.3

Table 2 shows majority 36.4% on Human Resource Management agreed that there is a well-developed external communication system while 34.5% were neutral and 21.8% disagreed respectively.
On Administration majority 42.9% agreed that there is a well-developed external communication system while 23.8% disagreed and 19.0% strongly agreed respectively.
On Information Communication and Technology 43.8% were neutral that there is a well-developed external communication system while 31.3% disagreed and 18.8% were neutral respectively.
Table 3 shows how the commission helps solve complains

Table 3: How the commission helps solve complains

	Human Resource Management		Administration		Information Communication and Technology	
	f	%	f	%	f	%
Implementation of flexible working hours	17	30.9	6	28.6	4	25.0
Training on total quality management	19	34.5	7	33.3	6	37.5
Prompt attendance to complains	19	34.5	8	38.1	6	37.5
Total	**55**	**100.0**	**21**	**100.0**	**16**	**100.0**

Table 3 shows majority 34.5% on Human resource Management said Training on total quality management and prompt attendance to a complain helped to solve complains while 30.9% said implementation of flexible working hours.

On Administration majority38.1% said prompt attendance to complains helped to solve complains while 33.3% said Training on total quality management

On Information Communication and Technology majority37.5% said Training on total quality management and prompt attendance to complain helped to solve complains while 25.0% said implementation of flexible working hours.

Table 4 shows cohesion among employees in the commission

Table 4: Cohesion among employees in the commission

	SD		D		N		A		SA		Mean	Sd
	f	%	f	%	f	%	f	%	f	%		
Human Resource Management	2	3.6	15	27.3	16	29.1	16	29.1	6	10.9	3.16	1.07
Administration	0	0.0	5	23.8	5	23.6	7	33.3	3	14.3	3.38	1.02
Information Communication and Technology	1	6.3	6	37.5	6	37.5	1	6.3	2	12.5	2.81	1.11
Average Mean											**3.20**	**1.07**

Table 4 shows majority 29.1% on Human Resource Management agreed and were Neutral that there is cohesion among employees in the commission while 27.3% disagreed

On Administration majority 33.3% agreed that there is cohesion among employees in the commission while 28.6% were neutral and 23.8% disagreed

On Information Communication and Technology 37.5% disagreed and were neutral that there is cohesion among employees in the commission while 12.5% strongly agreed. Average mean (M=3.20, SD=1.07).

$H_0$1*: There is no significant relationship between Internal and external communication and Top Quality Management at Teachers Service Commission Headquarters, Nairobi, Kenya*

To test hypothesis one Pearson product-moment correlation was done to determine the relationship between Internal and External communication (M=3.20, SD=1.07) and Top Quality Management (M=3.41, SD=0.84)

Table 5 shows the correlation matrix between Internal and external communication and Top Quality Management

Table 5: Correlation matrix between Internal and external communication and Top Quality Management

		Internal and external communication	Total quality management
Internal and external communication	Pearson Correlation	1	.329[*]
	Sig. (2-tailed)		.001
	N	92	92
Total quality management	Pearson Correlation	.329[*]	1
	Sig. (2-tailed)	.001	
	N	92	92

*. Correlation is significant at the 0.05 level (2-tailed).

Table 5 shows the correlation matrix which indicate a positive and strong significant coefficients between Internal and external communication and Total Quality Management where (r=.329, p-value<0.05 were rejected at p<0.05 significance level. Therefore the null hypothesis was rejected. Hence there is a relationship between Internal and external communication and Total Quality Management. This implies that effective internal and external communication is an essential ingredient for all types of organizations since it is always the glue that binds together different functions, groups and individuals into a unified whole. This is supported by Okeneye, et al., (2014) who found out that Communication allows leaders to co-ordinate, collaborate, discuss, to make important decisions that affect more than one individual in organization. Whatever changes faced by an organization it is though effective communication. The information given by the organization about the changes

should address the reasons to change, and the worries employees initially will have. The information given by the organization usually comes from the management as the sender, and with the employees as the receiver of information. In this case, organizational communication is a mean to provide information. It will not only involve the sender and the receiver, but also the message and the channel in which the message is transformed. Top management officials were interviewed on the influence of Organizational Culture and total quality management where its Top management is coded as TPM.

TPM1:
Internal communications ensures there is coordination between employees thus ensuring understanding of organization goals
TPM2:
External Communication links the organization with the environment around thus providing support to the people around.
TPM3:
Communication within the organization enables quick solving of grievances thus avoiding disorganization within the organization.
TPM4:
Internal and external communication provides efficient platforms to working together towards attainment of organization goals.

Upward and downward communication and implementation of Total Quality Management
Table 6 shows there is free flow of communication from employees at a lower level to top management in the commission

Table 6: There is free flow of communication from top management to lower level employees in the commission

	SD		D		N		A		SA	
	f	%	f	%	f	%	f	%	f	%
Human Resource Management	3	5.5	9	16.4	15	27.3	24	43.6	4	7.3
Administration	2	9.5	5	23.8	3	14.3	8	38.1	3	14.3
Information Communication Technology	2	12.5	5	31.3	4	25.0	5	31.3	0	0.0

Table 6 shows majority 43.6% on Human Resource Management agreed that there is free flow of communication from the top management to the lower level employees in the commission while 27.3% were neutral and 16.4% disagreed respectively.
On Administration majority 38.1% agreed that there was free flow of communication from the top management to the lower level employees in the commission while 23.8% disagreed and 14.3% strongly agreed and were neutral respectively.
On Information Communication and Technology 31.3% disagreed and agreed respectively that there is free flow of communication from the top management to the lower level employees in the commission while 25.0% were neutral.
Table 7 shows there is free flow of communication from employees at a lower level to top management in the commission

Table 7: There is free flow of communication from employees at a lower level to top management in the commission

	SD		D		N		A		SA	
	f	%	f	%	f	%	f	%	f	%
Human Resource Management	6	10.9	15	27.3	15	27.3	17	30.9	2	3.6
Administration	2	12.5	7	43.8	3	18.8	4	25.0	0	0.0
Information Communication Technology	3	14.3	7	33.3	3	14.3	5	23.8	3	14.3

Table 7 shows majority 30.9% on Human Resource Management agreed that there is free flow of communication from employees at lower level to the top management in the commission while 27.3% disagreed and were neutral respectively and 10.9% strongly disagreed.

On Administration majority 33.3% disagreed that there was free flow of communication from employees at lower levels to the top management in the commission while 23.8% agreed and 14.3% strongly agreed, strongly disagreed and were neutral respectively.

On Information Communication and Technology 43.8% disagreed that there is free flow of communication from employees at lower levels to the top management in the commission while 25.0% agreed and 18.8% were neutral.

Table 8 shows an efficient customer or grievances procedure

Table 8: An efficient customer or grievances procedure

	SD		D		N		A		SA	
	f	%	f	%	f	%	f	%	f	%
Human Resource Management	0	0.0	7	12.7	18	32.7	26	47.3	4	7.3
Administration	0	0.0	2	9.5	3	14.3	10	47.6	6	28.6
Information Communication Technology	2	12.5	6	37.5	4	25.0	3	18.8	1	6.3

Table 8 shows majority 47.3% on Human Resource Management agreed that there is an efficient customer or grievances procedure while 32.7% were neutral respectively and 12.7% disagreed respectively.

On Administration majority 47.6% agreed that there is an efficient customer or grievances procedure while 28.6% strongly agreed and 14.3% were neutral respectively.

On Information Communication and Technology 37.5% disagreed that there is an efficient customer or grievances procedure while 25.0% were neutral and 18.8% agreed respectively.

Table 9 shows customers complaint while implementing Total quality management

Table 9: Customer's complaint while implementing Total quality management

	Human Resource Management		Administration		Information communication and technology	
	f	%	f	%	f	%
Time	5	9.1	2	9.5	0	0.0
Low Morale	11	20.0	5	23.8	5	31.3
Feedback	10	18.2	5	33.3	5	31.3
Lack of skills & knowledge	23	41.8	9	28.6	6	37.5
Lack of enough resources	6	10.9	1	4.8	0	0.0
Total	**55**	**100.0**	**21**	**100.0**	**16**	**100.0**

Table 9 shows majority 41.8% on Human Resource Management complained on lack of skills and knowledge while20.0% on low morale and 18.2% on feedback respectively.

On Administration majority 33.3% complained on feedback while 28.6% on lack of skills and knowledge and23.8% on low morale

On Information Communication and Technology 37.5% complained on lack of skills and knowledge while 31.3% on low morale and feedback respectively.

H_02: *There is no significant relationship between Upward and Downward Communication and Top Quality Management at Teachers Service Commission Headquarters, Nairobi, Kenya*

To test hypothesis one Pearson product-moment correlation was done to determine the relationship between Upward and Downward Communication (M=3.20, SD=1.12) and Top Quality Management (M=3.41, SD=0.84) Table 5 shows the correlation matrix between Upward and Downward communication and Top Quality Management

Table 5: Correlation matrix between Upward and Downward Communication and Top Quality Management

	Upward and Downward communication	Total quality management

Upward and Downward communication	Pearson Correlation	1	.439[*]
	Sig. (2-tailed)		.001
	N	92	92
Total quality management	Pearson Correlation	.439[*]	1
	Sig. (2-tailed)	.000	
	N	92	92

*. Correlation is significant at the 0.05 level (2-tailed).

Table 5 shows the correlation matrix which indicate a positive and strong significant coefficients between Upward and Downward communication and Total Quality Management where (r=.439, p-value<0.05 were rejected at p<0.05 significance level. Therefore the null hypothesis was rejected. Hence there is a relationship between Upward and Downward and Total Quality Management. This implies that top managers conduct effective Upward and Downward communication inorder to ensure the organizations goals are achieved effectively. This was supported by a study on a leading five-star hotel in Malaysia, Zulhamri & Antony (2012), also concluded that the practice of internal communication has been the crucial element to achieve a high efficiency in staff's attitude through the sharing of information. In the past, research by Robson & Tourish, (2005), among other things concluded that, the absence of adequate information upward, may blind managers to the full problems that the organization are facing. Top management officials were interviewed on the influence of Upward and Downward and total quality management where its Top management is coded as TPM.
TPM1:
Top level management to down line employees will need to communicate effectively with each other to ensure that the organizational goals are achieved and to ensure their existence in the organization.
TPM2:
Communication between the Employees and the Top management plays as a central process through which employees share information, create relationships, make sense or meaning of the messages and help construct the organizational culture.
TPM3:
Frequent Communication from the top management to the employees helps to motivate, engage, share of identities, and build the trust and culture of organizations all of which are very important in supporting the development of the organizations.
TPM4:
From creating vision and mission, translate it into understandable instructions through excellent execution, guided by interrelated values and concepts, driven by customers demand, are all very much dependent on the leaders' communication skills to the employees.

V. CONCLUSION

There is a relationship between Internal and external communication and Total Quality Management
There is a relationship between Upward and Downward communication and Total Quality Management
Internal and External communication provides a conducive environment for achieving organization goals
Upward and Downward communication fosters coordination and unity in the attainment of organization goals.

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