

Total Quality Management Practices And Quality Service Delivery In 3 To 5 Star Hotels, Nairobi City County, Kenya

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Abstract: TQM has had an immense impact on product and quality service delivery in the manufacturing and other service sectors and therefore hotels can consider adopting the same to make better their quality service delivery. The study sought to establish the effects of total quality management practices on quality service delivery in 3 to 5-star hotels in Nairobi City County, Kenya. The specific objectives of the study included; to establish the effects of customer focus, employee empowerment, management commitment, and continuous improvement on quality service delivery in 3 to 5-star hotels in Nairobi City County. The research employed a descriptive research design and a cross-sectional survey. The target population was 30 hotels rated 3 to 5-star as per the Tourism Regulatory Authority 2018 classification register and 117 head of departments from 13 departments and 30 managers. The study used purposive sampling for hotel managers and stratified sampling for head of departments. The head of departments were selected from; food & beverage production, security, front office, IT, safety & emergency, housekeeping, procurement, food & beverage service, finance & control, maintenance, human resources, banqueting, and sales & marketing. Research questionnaires were employed to gather primary data. The validity of the questionnaire was ensured through content validity and face validity while the reliability of the instrument was ensured through a pilot study. The collected data was analyzed using both descriptive and inferential statistics involving multiple linear regression analysis. The findings indicated that customer focus, employee empowerment, continuous improvement, and top management commitment had statistically significant effects on quality service delivery in 3 to 5-star hotels with 'R' and 'P' values of (R=0.982; P=0.000), (R=0.946; P=0.000), (R=0.888; P=0.000) and (R=0.857; P=0.000) respectively. The findings supported the theoretical foundation of TQM practices, which take note of the importance of continuous training of staff, giving priority to customer needs and the need for top management leadership in the adoption and execution of TQM. This study thus recommends that 3 to 5-star hotels should conduct an analysis of staff skills, build capacity through continuous training, reward employees commensurately, and involve employees in decision-making processes. Further, these hotels should use statistical methods to check on quality, have clearly defined policies on quality, conduct internal quality audits, use benchmarks and use quality tools to make decisions.

Keywords: Total quality management practices, quality service delivery and star-rated hotels.

I. INTRODUCTION

A. BACKGROUND OF THE STUDY

Quality service delivery is the gap between the anticipated and the actual perceived service (Ababneh, 2017). According to Blythe (2013), quality service delivery is the capacity of an organization to match clients' expectations with perceived

service. Many service companies attempt to deliver the best possible and excellent services to their clients unfortunately they still fall short of the clients' expectations because today's clients demand top-notch services (Ladhari, 2012). There is need for an adoption of a strategic management philosophy that can enable hotels to offer the best service to their customers and at the same time remain profitable (Reimer & Kuehn, 2015; Garcia & Caro, 2013). Companies worldwide

including hotels have made quality service delivery a top priority towards achieving objectives and gaining competitive advantage (Fotopoulos & Psomas, 2010). Succeeding in the contemporary business environment with fierce competition (Stăncioiu et al, 2011) and a high growth rate (Chaiprasit et al, 2012) has forced hotels to find modern methods of enhancing business processes. One of the most effective and reliable tools being adopted by hotels is the TQM. TQM is a comprehensive and ethical approach that enhances products, services, and processes by integrating all stakeholders to satisfy clients and improve performance in a sustainable way (Sadikoglu & Olcay, 2014).

TQM best practices include customer focus, employee empowerment, continuous improvement and top management commitment. Customer focus is a strategic approach that entails the customer requirements forming the fabric of the organization's processes, and assets are put together purposefully to meet customer's values (Rebiagina & Smirnova, 2014). Employee empowerment is the totality of job significance, staff feeling of competence, independence, and being able to give opinions on decisions (Gill, 2011). Continuous improvement is a strategy that involves the reduction of wastage by focusing on small but progressive adjustments (Singh & Singh, 2013). Top management commitment is an employee's assessment of an institution's dedication to supporting and encouraging employees to attain quality service delivery (Babakus et al, 2017).

B. RESEARCH PROBLEM

Hotels in Nairobi have experienced a general decline in room occupancy from a 5-year average of 56% to 49% in 2017 (KNBS, 2018). HTI Consulting (2018) noted that bed occupancy in hotels in Nairobi fell by 11% in 2017. This posed a great challenge to the tourism sector which under the economic pillar, Kenya is expected to attract five (5) additional international hotel chains in major towns including Nairobi to cater to increasing numbers of business tourists (Kenya Vision, 2030). The Tourism Regulatory Authority 2018 classification register depicted a gloomy picture as most of the top hotels missed out or ranked low in terms of quality service delivery (TRA, 2019). Assessors noted that some hotels have the worn-out infrastructure, do not implement minimum standards and quality service delivery audit and assurance measures are inadequate and somehow ineffective. However, the Tourism Sector Performance Report-2018 painted a good picture of the sector where it was reported that international visitor arrivals rose from 1,474,671 to 2,025,206 while domestic bed nights improved from 3,645,144 to 3,974,243 in 2017 in 2018 (MoTW, 2019).

Njau, Mutungi and Mutinda (2017) noted that safety measures and better quality service delivery must be considered first to uplift the persistent alarming trend of slowed growth. Lacle (2013) in a study to establish the relationships between management perception and quality service delivery in the hospitality industry, concluded that effective management of quality service delivery depends on the degree of dedication the management is willing to put to understand customers' needs. Thiong'o (2007) in a survey of twelve sampled 3 to 5-star hotels concluded that these

categories of hotels embrace the essential elements of TQM in their operations. These studies do agree that TQM has an impact on the nature of quality service delivery offered. It was on this premise that the study was aimed at determining the effects of TQM best practices on quality service delivery of 3 to 5-star hotels in Nairobi City County.

C. OBJECTIVE OF STUDY

The study sought to establish the effects of TQM practices on quality service delivery in 3 to 5-star hotels, Nairobi City County, Kenya.

a. SPECIFIC OBJECTIVES

The research was guided by the below specific objectives:

- ✓ To investigate the effect of customer focus on quality service delivery in 3 to 5-star hotels, Nairobi City County.
- ✓ To explore the effect of employee empowerment on quality service delivery in 3 to 5-star hotels, Nairobi City County.
- ✓ To establish the effect of continuous improvement on quality service delivery improvement in 3 to 5-star hotels, Nairobi City County.
- ✓ To establish the effect of top management commitment to quality service delivery in 3 to 5-star hotels, Nairobi City County.

II. LITERATURE REVIEW

A. THEORETICAL REVIEW

The study was anchored on process improvement and quality improvement theories.

a. SERVQUAL MODEL THEORY

SERVQUAL model theory operates under the gap model as an instrument for ascertaining customer's perceived value of quality service delivery Parasuraman et al (1988, in Agyei, 2012). SERVQUAL model theory was postulated by A. Parasuraman, Valerie Zeithaml, and Leonard Berry in 1985. The theory offers a basic foundation through its expectations and perceptions format, incorporating statements for each of the five service-quality dimensions that can be adapted to match the characteristics of specific research needs of a particular institution (Parasuraman, Berry and Zeithaml, 1988). Many researchers have noted that the model was at first meant to measure the perception of customers towards quality service delivery in the financial sector, however, it has been incorporated in other sectors including hospitality (Lacle, 2013: Njau et al., 2017). Al-Ababneh (2017) noted that the application of the SERVQUAL scale in measuring quality service delivery in the service industry especially tourism and hospitality has become the norm among researchers and practitioners. SERVQUAL scale is anchored on the customer's evaluation of quality service delivery by making a comparison between the expected and actual performance while not forgetting to take into account any existing gaps in

the service delivery process (Al-Ababneh, 2017). Tanford, Raab and Kim (2013) claimed that the SERVQUAL scale is more applicable in the service industry because of the perishability, intangibility, heterogeneity, and inseparability of services. With these characteristics, there is a common accord amongst practitioners and scholars that quality service delivery cannot be standardized (Negi, 2014).

SERVQUAL has received substantial empirical support among researchers though with criticism ranging from lack of an agreeable meaning of expectation, the variability of the dimensions, and in addition to limited usability across varied sectors. Despite these criticisms, most proponents are not convinced that the counterarguments are substantial to warrant the abandonment of the SERVQUAL model theory since it offers the most conventional, symptomatic and robust mechanism of measuring quality service delivery especially in the hospitality industry where researchers still use it to evaluate quality service delivery (Al-Ababneh, 2017). Studies in the hospitality industry have identified five dimensions of quality service delivery that include; empathy, tangibles, reliability, assurance and responsiveness (Pampallis & Bond, 2013; Carpenter & Moore, 2015). In addition, Watiki (2014) found out that quality service delivery dimensions have a positive correlation to customer satisfaction although at varying measure. Quality service delivery was measured by assessing the effects of TQM practices on the attributes of quality service delivery based on five dimensions as discussed below.

Tangible is the manifestation of staff and physical facilities within an organization. Customers evaluate and make meaning of the physical evidence of the company including staff appearance and tools of trade used in the provision of the service (Zeithaml et al., 2013). Assurance is the level of competency, courtesy, trustworthiness, believability and honesty of staff to customers (Zeithaml et al., 2013). Reliability is the capability to offer agreed service devotedly, dependably and with a lot of accuracy and consistency (Zeithaml et al., 2013). According to Sabir, Irfan, Akhtar, Abbas & Rehman (2014) the more a hotel is reliable in reference to quality service delivery the more customers will be satisfied with your offering and he or she will become your brand ambassador. Responsiveness is the eagerness, promptness, and timeliness of staff to assist clients during service encounters ranging from inquiries, queries to complaints raised by clients (Zeithaml et al., 2013). This also involves flexible staff towards customer's schedules. Empathy is an individual capability to sense someone's thoughts and feelings at the same time, sharing their emotional experience and giving individualized attention to customers (Hwang & Kim, 2016; Wolf, 2014; Zeithaml et al. 2013; Wieseke, Geigenmuller & Kraus, 2012). Consumer purchase behavior is shifting towards an emotional connection that usually leads to repurchase (Wolf, 2014).

b. PROCESS IMPROVEMENT THEORY

Joseph Juran and Philip Crosby propounded the process improvement theory (Neyestani, 2017). Juran developed quality trilogy in 1986 an approach to cross-functional management with the major focus being setting plans,

organizing tasks, quality as a key managerial function, and setting goals and targets towards quality improvement (Juran, 1998, as cited in Neyestani, 2017). Quality trilogy involves three managerial processes, which include quality planning, improvement and control. Quality is conformance to requirements not as goodness or elegance (Crosby, 1984, as cited Neyestani, 2017). Crosby termed this as one of the absolutes of quality. Other three absolutes include; quality improvement requires prevention not appraisal; processes and procedures must be zero defect and quality measurement only occur as a price of non-conformance. The theory proposes TQM as a strong vaccine that can help a company rejuvenate after a threat of closure.

The theory is relevant to research since it highlights the need for training of managers and employees to guarantee better planning and defect detection in the service delivery for better quality service delivery. The elements identified in the trilogy form some of the components of TQM practices. The theory also identifies the cost of quality including quality control costs and failure costs (Neyestani, 2017). The theory underlines two important issues: that management commitment is critical in the growth of a company and should emanate from top and subsequently spread throughout the organization; empowerment of employees should be a priority for any organization including putting staff welfare at the forefront.

a. QUALITY IMPROVEMENT THEORY (DEMING'S THEORY)

William Deming published a book that outlined the 14 principles for total quality management and taught PDCA and the System of Profound Knowledge as identified in his book 'Out of the Crisis' (Rugendo, 2012). The theory assumes that each business enterprise consists of a system of interlinked processes and people that constitute the system's components. PDCA (plan, do, check and act) model is a repetitive four-stage model for continuous improvement in organizations (Neyestani, 2017). Plan involves explaining in detail the matter, collecting critical data, and identifying the root cause of the problem at hand. Do relates to offering solutions to problems and selecting a measurement to determine the effectiveness. Check is confirmation of the outcomes by comparing fed data and generated results. Act involves creating result records, updating teams on any changes in the processes, and suggesting mitigation measures.

Deming was convinced that 85% of all quality mistakes are associated with top management and any quality improvement can only take place if the top management changes the process. While the remaining 15% of the quality problems are resolved by workers at the operator level. The theory applies to the research in that it appreciates the adoption of system automation to boost quality service delivery through continuous improvement and employee skill advancement. It also notes that total quality management is an integrated and organized approach to quality service delivery of hotels that aims to enhance the quality of products and services.

B. EMPIRICAL LITERATURE REVIEW

Customer experience is the key focus of the TQM philosophy (Fening et al 2013). Quality service delivery is a way of pleasing customers, protecting them from displeasures, and an important strategic tool for competing in the marketplace (Garvin, 2017). Watiki (2014) in his study of service dimensions confirmed that reliability is a very important aspect in measuring customer-oriented strategy in a service organization including hotels. Also, he highlighted that other dimensions of quality service delivery including empathy, responsiveness, tangibles, and assurance still have critical roles towards the assessment of quality service delivery in totality thus should never be neglected at all costs. Per Noori (2014) noted that a good customer focus strategy that has the support of the top management improves quality service delivery.

Kathaara (2014) and Oduor (2015) highlighted that participation of employees in quality management practices is crucial in achieving quality improvement. Oduor (2015) noted that employee empowerment entails promoting teamwork, providing the necessary training to employees, and ensuring total employee involvement in the making of quality decisions. Baumgartner (2014) in a study to determine how beneficial employee involvement is to quality service delivery in the hotel industry, a case of Ritz Carlton Vienna. The study found out that employee empowerment enhances quality service delivery because of the freedom to do anything necessary so long as they remain focused on the values and always working hard to create a memorable experience for customers. The study used interviews to collect data while employing qualitative content analysis to analyze the data gathered.

Ueno (2010) in a study on the comparative analysis of fundamental features supporting quality service delivery through literature review asserted that staff involvement has a critical objective in attaining and improving the quality service delivery. The study also appreciated the role of other soft TQM practices as critical to quality service delivery including employee training, motivation and reward. Arash (2011) in an empirical study on employee training and empowerment in implementation of TQM practices in manufacturing firms in Iran divulged that empowered employees are capable of putting into use the most applicable tools and methodology in the production and service delivery process. Alabar and Hadiza (2013) in an empirical study on the effects of staff entitlement on quality service delivery, a case of the banking sector, Kaduna, Nigeria recommended for team spirit rather than individualism amongst the staff so that everyone no matter the demographic differences get inspired and put their efforts towards the same vision and purpose. The study used questionnaires to collect data from 200 members of staff cutting across all the branches operating under First Bank.

Madar (2016) in a study to determine the success factors of continuous improvement and their impacts on quality service delivery in Redplast, Brasov, found out that proper implementation of organization staff development is one of the continuous improvement strategies for quality service delivery. The study also noted that staff input is critical for any continuous improvement exercise geared towards

achieving product and services quality. Samat, Ramayah and Saad (2006) in a study on the relationship between total quality management, and quality service delivery, a case of Malaysia discovered that continuous improvement had a significant positive effect on quality service delivery after a regression analysis of the data collected from respondents. The research employed questionnaires and engaged 175 respondents from various organizations including government, finance institutions, insurance agencies, and tertiary institutions. Awoku (2012) in an empirical study on quality management practices, organization performance, and supplier selection in Southern Minnesota Manufacturing firms observed that continuous improvement has a positive influence on business performance. The study recommended that other organizations should adopt the practice. This is in line with an assertion by Jeremiah (2015) who noted that an organization ought to implement improvement measures continuously for it to stand relatively viable.

Karatepe and Karadas (2011) in a study on the role of management perception to quality service delivery, a case of hotel staff in Romania established that training conducted by hotels is a reflection of committed top management that is quality-focused. Questionnaires were used to collect data. Lacle (2013) in a study on the impacts of management commitment to quality service delivery in the hospitality industry in Helsinki, Finland, concluded that there must be the right perception from management to manage quality service delivery effectively. This, according to the study heavily depends on the synergy the management has in place towards understanding the needs of the customers. The study used manual visitation to gather data from respondents within the city center with only twelve (12) participants.

C. CONCEPTUAL FRAMEWORK

The theoretical and empirical review conducted on the relevant literature established a conceptual framework that captured the relationship between Total Quality Management practices and quality service delivery of 3 to 5-star hotels in Nairobi City County.



Source: Researcher (2018)

Figure 2.1: Conceptual Model

III. RESEARCH METHODOLOGY

A. RESEARCH DESIGN

Saunders, Lewis and Thornbill (2012) stated that no single design exists in isolation. The study adopted a descriptive research design and a cross-sectional survey design. Collis and Hussey (2014) advocated for triangulation where diverse sources of data or research methods are to reduce biases and increase validity and reliability. Creswell (2014) noted that a descriptive research design is more

applicable where data is gathered to give an outline of an organization or institution. Mugenda and Mugenda (2003) recommended descriptive research as it describes and narrates things in their natural settings and allows an application of qualitative and quantitative data. Surveys offer prompt and correct means of discerning information when properly done (Saunders *et al.*, 2012).

B. TARGET POPULATION

Data from the Tourism Regulatory Authority (2018) indicated that there were 30 classified hotels as 3, 4 and 5 stars in the study area. The study targeted the entire selected hotels in the study area, as population size was manageable. For every hotel, one manager and 9 head of departments from the 13 departments were targeted. In total, 147 persons were targeted.

C. SAMPLING DESIGN AND PROCEDURE

The research used multistage sampling including purposive and stratified random to get a substantial sample size. Purposive sampling was used in selecting managers in all the 3 to 5-star hotels. Stratified random sampling was used to generate strata comprising of heads of departments. Simple random sampling was applied to select heads of departments from each selected hotel. Mugenda and Mugenda (2003) recommended that any sample size that ranges from 10% to 30 % of the accessible target population is a good representation for descriptive studies hence the study adopted 30% of the total population for heads of departments as the recommended representative.

D. DATA COLLECTION

The study involved primary and secondary data. Questionnaires were used to collect primary data and to explore the observations and opinions of the selected managers and heads of departments on variables under study. A 5-point Likert scale was employed to provide five alternative responses for the closed-ended question to enable the researcher to collect structured responses to provide quantitative data for analysis and conclusions. Academic journal publications and sectors reports provided relevant secondary data. The researcher sought an authorization letter from Kenyatta University and proceeded with the approval process by applying for a research permit from the National Commission for Science, Technology and Innovation. The researcher recruited one research assistant, a university graduate with experience in conducting research.

a. VALIDITY OF RESEARCH INSTRUMENTS

Validity refers to the level by which a study instrument can establish what it is conceived for in a scientific study (Bolliger & Inam, 2012). Mugenda and Mugenda (2003) pointed out that validity is very important in social sciences since all measurements are always indirect. Creswell (2014) noted that validity is at the heart of every study’s believability. Wambura and Muchemi (2018) highlighted that tests of

validity and reliability of research instruments ensure that collected data effectively meets the research objectives. The researcher sought expert opinion from the supervisor and other lecturers in a bid to ascertain the face, content, and construct validity of study instruments. The study considered the recommendations made by the experts and made adjustments and improvements to their satisfaction. Mugenda and Mugenda (2003) fronted expert opinion as a useful method in assessing the validity of research instruments.

b. RELIABILITY OF RESEARCH INSTRUMENTS

Reliability is the degree of consistency of obtained data from a research instrument after several trials (Crano & Brewer, 2015). The data collection instrument was subjected to a pilot test of three 2 star hotels to establish reliability where participants were requested to put forth suggestions on the accuracy and time required to fill a questionnaire. Necessary adjustments were made in consideration of the results of the pilot study. The outcome was important particularly in the construction of the final sample questionnaire for the study. The Internal consistency of the research instrument was measured using Cronbach's Alpha. Cronbach's Alpha is the reliability coefficient that shows how the items in a set are positively correlated to one another (Sekaran & Bougie, 2016).

Variable	Number of Items	Cronbach's Alpha	Remarks
Customer Focus	6	0.812	Reliable Variable
Employee Empowerment	5	0.803	Reliable Variable
Continuous Improvement	5	0.802	Reliable Variable
Top Management Commitment	6	0.793	Reliable Variable
Overall		0.803	Reliable

Source: Survey Data (2019)

Table 3. 1: Reliability Statistics

The study established that customer focus had a Cronbach alpha of 0.812, employee empowerment had a Cronbach alpha of 0.803, continuous improvement had a Cronbach alpha of 0.802 and top management commitment had a Cronbach alpha of 0.793 with the overall Cronbach’s Alpha being 0.803. According to Madan and Kensinger (2017) coefficients yield above 0.7 is acceptable while coefficient yield above 0.8 is very good. The study found out that all of the variables had a Cronbach alpha of above 0.7, evidence that the variables were adequate for the study and the research tool was highly reliable.

E. DATA ANALYSIS AND PRESENTATION

The researcher collected both quantitative and qualitative data. Qualitative data was analyzed using content analysis and presented based on themes. Quantitative data was analyzed by descriptive statistics such as standard deviation, mean and inferential statistics including correlation and multiple regression analysis to determine the effects of TQM practices on quality service delivery. One Way ANOVA was used to

establish the existence of a significant difference in quality service delivery with the employment of total quality management practices. The study used a multiple regression model $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$

Where:

Y = quality service delivery (dependent variable)

β_0 = invariable amount signifying what quality service delivery would be without the effect of the independent variable

β_1 - β_4 =Regression Coefficient (unknown parameters)

X_1 :- Customer focus

X_2 :- Employee empowerment

X_3 :- Continuous improvement

X_4 :- Management commitment

ϵ :- Error Term

IV. RESEARCH FINDINGS AND DISCUSSIONS

The researcher received 121 from the field out of a sample size of 147. This is 82.31%. Muchemi (2013, as cited in Ngetich & Muchemi, 2018) cited 70% as a good response rate. Hardigan, Popovici, and Carvajal (2016) noted that a response rate of 50% is adequate, a 60% response rate is good, and 70% is very good and excellent for analysis. Therefore, it implies that the study response was satisfactory and fit for analysis and reporting.

A. DESCRIPTIVE STATISTICS

The study set out to establish the effects of TQM practices on quality service delivery in 3 to 5-star hotels, Nairobi City County, Kenya. Descriptive analysis as posited by Boone and Boone (2012) was used to generate mean scores, percentages, and standard deviations for each tenet. The obtained scores were used to measure the study variables, which include customer focus, employee empowerment, continuous improvement, and management commitment as depicted in Table 4.3.

Indicator	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
Effects of Customer Focus on Quality service delivery	121	4.06	.082	.900
Effects of Employee Empowerment on Quality service delivery	121	4.22	.046	.510
Effects of Continuous Improvement on Quality service delivery	121	3.71	.053	.579
Effects of Top Management Commitment on Quality service delivery	121	4.43	.046	.503
Valid N (listwise)	121			

Source: Survey Data (2019)

Table 4 1: Descriptive Statistic for Total Quality Management Practices

From the table above, findings show that majority of the respondents agreed that customer focus as a total quality management practice has an effect on quality service delivery of hotels as supported by a mean and standard deviation of 4.06 and 0.900 respectively. This supports an assertion by Lacle (2013) that an effective management of quality service delivery depends on the level of dedication the management is willing to put to understand customers' needs. Fader (2012) also noted that customer-focused organizations do study the client's worthiness and focus their marketing efforts on the consumer segment with high demand. Most respondents agreed that employee empowerment has effects on quality service delivery of their hotels as supported by a mean of 4.22 with a standard deviation of 0.510. This confirms the assertion by Subburaj (2012) that workers are the strength of the organization, prime contributors to its success and any progress can only because of them. This finding is in agreement with Mustafa and Bon (2012) who stated that staff involvement results in better organization's performance, better quality service delivery, customer and job satisfaction, better competitive advantage, and enhanced work process. Sofijanova and Chatleska (2013) noted that employee empowerment allows an organization to have a better understanding of where it can potentially make quality improvements. Arshida and Agil, (2012) encouraged organizations to ensure that staff at all ranks embrace quality education and training to assist them in their ranks to make meaning of quality management programs and their roles in executing total quality management practices.

The study pointed out that majority of the respondents agreed that continuous improvement as a practice affects quality service delivery of hotels as supported by a mean of 3.71 with a standard deviation of 0.579. This is in agreement with the argument by Madar (2016) that staff development, continuous training and inputs are critical elements for any continuous improvement exercise geared towards quality service delivery. Lacle (2013) noted that employees are the drivers of any continuous improvement programs; they are the ones who actualize all the set quality standards during customer-employee interactions and thus very critical. The study determined that majority of the respondents strongly agreed that top management commitment has effects on quality service delivery of hotels as supported by a mean and standard deviation of 4.43 and 0.503 respectively. This confirms an assertion by Pheny and Teo (2013) that an organization top management has the responsibility of providing the quality vision within an organization. This is coherent with the findings by Garvin (2014) that a prosperous quality management system solely depends on the degree of top management commitment. Alabar and Hadiza (2013) highlighted that top management should encourage team spirit rather than individualism amongst the staff for effective quality delivery.

Indicator	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
With TQM practices, the hotel has the ability to offer dependable service	121	4.50	.046	.502

TQM practices enable hotel to provide prompt service	121	4.51	.047	.518
With TQM practices, the hotel has the ability to generate and issue correct invoices/bills	121	4.36	.054	.590
Willingness of staff to help customers has improved with TQM practices	121	4.55	.050	.547
With TQM practices, employees are courteous, friendly and polite	121	4.50	.053	.579
Trustworthiness, believability and honesty of employees have improved with TQM practices	121	4.71	.041	.455
TQM practices enable flexibility of staff towards customers' schedules	121	4.64	.044	.483
With TQM practices, hotel employs caring and understanding staff	121	4.69	.051	.560
With TQM practices, hotel staff cares and provides individualized attention to clients.	121	4.69	.051	.560
Appearance of service staff has improved with TQM practices	121	4.55	.045	.500
Appearance of your hotel facilities and equipment has improved with TQM practices	121	4.02	.069	.764
Valid N (listwise)	121			

Source: Survey Data (2019)

Table 4 2: Descriptive Statistics for Quality service delivery

The study determined that most respondents strongly acknowledged that trustworthiness; believability and honesty of employees have improved with the adoption of TQM practices with a mean and standard deviation of 4.71 and 0.455 respectively. Majority of respondents agreed that TQM practices have enabled hotels to employ caring, understanding staff who can provide individualized attention to clients. Each had a mean of 4.69 with a standard deviation of 0.560. This supports the assertion by Bahadur *et al*, (2018) that staff empathy is a critical factor in customer satisfaction in employee-customer encounters. Majority of the respondents indicated that TQM practices enable flexibility of staff towards customers' schedules as supported by a mean and standard deviation of 4.64 and 0.483 respectively. Majority of the respondents agreed that the willingness of staff to help customers has improved with the adoption of TQM practices as supported by a mean of 4.55 with a standard deviation of

0.547. Majority of respondents agreed that the appearance of service staff has improved with the employment of TQM practices with a mean and standard deviation of 4.55 and 0.500 respectively.

The research further discovered that majority of the respondents indicated that TQM practices enable hotels to provide prompt service to customers as supported by a mean and standard deviation of 4.51 and 0.518 respectively. Most respondents agreed that with TQM practices, their hotels can offer dependable service with a mean and standard deviation of 4.50 and 0.502 respectively. This is in agreement with the argument by Sabir *et al* (2014) that the more a hotel is reliable in terms of quality service delivery the more clients are pleased and contented with the service offering. The finding is also incoherent with Watiki (2014) who observed that reliability is an important aspect of quality service delivery and has a great impact on the performance of hotels. Majority of the respondents indicated that with the employment of TQM practices by their hotels, employees are courteous, friendly and polite as supported by a mean of 4.50 with a standard deviation of 0.579. Majority of the respondents agreed that with the adoption of TQM practices, their hotels can generate and issue correct invoices/bills with a mean of 4.36 with a standard deviation of 0.590. Most respondents acknowledged that the appearance of their hotel facilities and equipment has improved with the employment of TQM practices with as supported by a mean of 4.02 with a standard deviation of 0.764.

B. RESULTS OF REGRESSION ANALYSIS

The study analyzed the effects of TQM practices on quality service delivery in 3 to 5-star hotels in Nairobi City County. Table 4.3, shows the general relationship (R) between the aforesaid practices and quality service delivery of the 3 to 5-star hotels. The study analyzed the coefficient of determination (R^2) with the view of establishing the extent to which the predictor variables explained variation in quality service delivery of 3 to 5-star hotels.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.918 ^a	.836	.832	3.42294

a. Dependent Variable: Quality service delivery

b. Predictors: (Constant), Customer Focus, Employee Empowerment, Continuous Improvement and Top Management Commitment

Source: Survey Data (2019)

Table 4 3: Model Summary

Table 4.3 shows the 'R' value as 0.918 indicating a very high degree of correlation between TQM practices and quality service delivery. This means that TQM practices have strong significant positive effects on quality service delivery in 3 to 5-star hotels in Nairobi City County. In addition, it was revealed that the aforesaid TQM practices could explain 83.2% variance in quality service delivery of 3 to 5-star hotels in Nairobi City County ($R^2 = 0.832$).

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3,970.322	4	1,698.550	249.787	.000 ^b
Residual	1,817.182	116	15.358		
Total	5787.504	120			

a. Dependent Variable: Quality service delivery

b. Predictors: (Constant), Customer Focus, Employee Empowerment, Continuous Improvement and Top Management Commitment

Source: Survey Data (2019)

Table 4.4: Analysis of Variance

The findings in Table 4.4, illustrate that the regression model shown below was statistically significant ($F = 249.787$; $p < 0.05$). The results justified the suitability of the model in establishing the effects of TQM practices on quality service delivery of 3 to 5-star hotels.

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	72.555	6.277		21.101	.000
Customer Focus	3.990	.503	.276	3.604	.000
Employee Empowerment	3.445	.297	.319	4.853	.000
1 Continuous Improvement	3.430	.747	.388	4.590	.000
Top Management Commitment	2.446	.135	.857	18.170	.000

a. Dependent Variable: Quality service delivery

Source: Survey Data (2019)

Table 4.5: Regression Coefficients

The results of regression analysis shown in Table 4.5 were used to interpret the regression model as illustrated hereunder

$$Y = 72.555 + 3.99X_1 + 3.445X_2 + 3.430X_3 + 2.446X_4$$

The regression equation indicates that a unit increase in quality service delivery of 3 to 5-star hotels, requires 3.99 unit, 3.445 unit, 3.43 unit, and 2.446 unit changes in customer focus, employee empowerment, continuous improvement and top management commitment while holding other factors not part of this study constant ($\beta_0 = 72.555$). At 95% level of confidence and 5% level of significance, the significance values of all the four independent variables under study were below the critical value of 0.05, indicating a presence of a significant positive relationship between independent variables (customer focus, employee empowerment, continuous improvement and top management commitment) and dependent variable (quality service delivery). The low P-value ($P=0.000$) also means that the results can be generalized to the population of the study from where the sample was drawn. Based on this premise, it would be admissible to conclude with 95% confidence that the adoption of TQM practices has statically significant effects on quality service delivery in 3 to 5-star hotels in Nairobi City County. These findings concur with that of (Neyestani, 2017; Stock, 2016; Madar, 2016; Drollinger & Comer, 2013; Lacle, 2013; Shavrovskaya, 2013; Barrows & Powers, 2012; Gilaninia, 2012; Sofijanovaa & Chatleska, 2013) that implementation of TQM practices in an organization leads to better quality service delivery, enhanced performance, competitiveness, and efficiency.

V. CONCLUSION AND POLICY IMPLICATIONS

The study sought to establish the effects of total quality management practices on quality service delivery in 3 to 5-star hotels in Nairobi City County. The study established that these hotels benchmark and conduct product reviews and customer surveys. The study found out that these hotels regularly conduct continuous training of employees on new skills and appreciate quality circles in improving existing processes. The study also established that these hotels had defined policies on quality and committed to quality activities through internal quality audits. These hotels adhered to process control to prevent defective services. However, it was established that delayed handling of clients' grievances results in service failure. In addition, any failure by top management to show leadership, lack of proper reward system, and failure to adopt statistical control tools lead to service errors. From the findings, the study concluded that total quality management practices have a positive linear relationship with quality service delivery in 3 to 5-star hotels in Nairobi City County. The study, therefore, recommends for prompt management of clients' grievances and adoption of statistical process control tools to reduce errors in service delivery. To ensure staff involvement, these hotels should equip staff with the right skills, and involve them in the decision-making process. The study also recommends continuous training of employees and proper leadership from the top management. Due to the critical nature of quality service delivery to the survival and profitability of 3 to 5-star hotels, the research further recommends that the top management of these hotels should conduct an internal quality audits and source for supplies from quality certified suppliers.

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