

Factors Influencing Implementation Of ISO 9001:2015 Quality Management Systems In The Public Sector (A Case Study Of Kenya School Of Government Mombasa)

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Abstract:

Background: Effective implementation of Quality Management Systems (QMS) in organizations has become an important concern to the workforce including customers, employees, professionals and profitable companies who are working directly or indirectly in the organizations (Suleman, 2015). Successful implementation of quality management systems results in improved overall organizational performance such as improved employees participation, better communication, better quality and improved competitive advantage (Wani and Mehraj, 2014). However, despite the fact that many organizations adopt QMS framework and its key principles, some of them have not been achieving the potential benefits (Young, 1997). He further observed that QMS fails because an effective system was not created to execute its principles properly.

Materials and Methods: The study adopted a descriptive research design. It targeted the Management and all employees of KSG Mombasa. Respondents from all departments were categorized into three strata's namely Top management, Faculty and Support services. Stratified random sampling was used to select 30% of the total population from all the departments. A sample of 26 employees was used. Structured questionnaires and document review methods were used to collect the required data. Data collected was coded and edited. Qualitative data was organized into thematic areas and presented qualitatively

Results: According to the research findings, implementation of Quality Management Systems is greatly affected by inadequate top management commitment (59.2%), inadequate employee training (39.7%), poor organizational culture (50.8%) and inadequate resource availability (43.0%).

Conclusion: Top management commitment, employee training, organizational culture and resource availability has a significant impact on the effective implementation of quality management systems in organizations.

Key Word: Employee Training; Management Commitment; Organization Culture; Resource Availability; Quality Management Systems;

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I. Introduction

The quality movement has its roots back in medieval Europe, in the late 13th century, where craftsmen organized themselves into guilds. Up until the early 19th century, manufacturing in the industrialized world continued to follow this guild model. In the mid-1750s, the factory system, which emphasized product inspection, was introduced in Great Britain and developed into the Industrial Revolution in the early 1800s. The Industrial Revolution led to a system in which large groups of people that performed similar work were brought together under the supervision of an individual who was appointed to control the quality of work being undertaken. In the mid-1920s, Walter Shewhart, a statistician with the Bell Laboratories, broadened the focus on quality to include not only the finished product but also the processes needed to achieve that quality. Another statistician, William Edwards Deming, referred to as the "father of quality management", triggered a revolution in manufacturing which led to a significant improvement in product quality. His influence in Japan, through his quality management initiatives, was a key driving force behind the country's economic rise in the period after World War II. In the 1970s, many major public and private sector organizations published their own quality management standards, which introduced the idea that confidence in a product could be gained through an approved quality management system and quality manuals. Growing international trade stimulated the development of internationally recognized quality management standards. It was feared that a variety of national standards would emerge and become a barrier to international trade. It was recognized that there was a need for an international standardization system and this led to the establishment of the International Organization for Standardization (ISO) (WMO, 2013).

Standards play a critical role in our lives every day. Without standards, quality would suffer, safety would be jeopardized and efficiency would not be realized. Organizations need standards to communicate and to conduct business, Foster S., (2004). Quality systems can be defined as a process that combines with manufacturing or service provision to ensure quality perfect products and services (Guchu and Mwanaongoro, 2012). ISO refers

to international organization for standards. David and Michael (2010) say that “Quality Management” refers to what an organization does to fulfill requirements and ensure customer satisfaction, while continuously improving the effectiveness of its operations and service delivery. More than 1,129,446 companies worldwide are currently registered to be ISO Certified (ISO Survey Report, 2013).

The application of standardized quality system models in business is considered to be a most important phenomenon in quality management and globalization. The ISO 9000 family addresses various aspects of quality management and contains some of ISO’s best known standards. The standards provide guidance and tools for companies and organizations who want to ensure that their products and services consistently meet customer’s requirements, and that quality is consistently improved (ISO Survey, 2013). The generic nature of the standards allows interested companies to determine the specifics of how the standards apply to their organizations. Registration or certification to the standards demonstrates to customers that the supplying organization has achieved a basic level of quality assurance by the formalization and documentation of its quality management system (Wahid & Corner, 2011). The ISO 9000 family of standards, and in particular ISO 9001, is essential because of its international orientation. It has the support of national standards bodies from more than 150 countries and is, therefore, crucial for an organizations which operate in an international environment and have customers who demand an international standard of excellence (WMO, 2013).

ISO 9001:2015 sets out the criteria for a quality management system and is the only standard in the family that can be certified to (although this is not a requirement). It can be used by any organization, large or small, regardless of its field of activity. In fact, there are over one million companies and organizations in over 170 countries certified to ISO 9001. This standard is based on a number of quality management principles including a strong customer focus, the motivation and implication of top management, the process approach and continual improvement. Using ISO 9001:2015 helps ensure that customers get consistent, good quality products and services, which in turn brings many business benefits. Checking that the system works is a vital part of ISO 9001:2015. It is recommended that an organization performs internal audits to check how its quality management system is working. An organization may decide to invite an independent certification body to verify that it is in conformity to the standard, but there is no requirement for this. Alternatively, it might invite its clients to audit the quality system for themselves (ISO Survey Report, 2013).

The reasons for seeking ISO registration are many and vary between organizations. Lipovatz (2011) summarises the reasons for certification into either market related or the need to improve internal procedures. Jones (1997) categorises reasons for certification as the desire to improve internal procedures and overall competitiveness and as a requirement of major customers. Certification of compliance with ISO 9001 is meant to instil confidence in the organization’s ability to consistently provide products that meet customers’ and applicable statutory and regulatory requirements. It is important to note that it does not necessarily mean that the organization will always achieve 100% product conformity (WMO, 2013).

Kenya School of Government and ISO QMS Implementation: The Kenya School of Government (KSG) is a state corporation established under an Act of Parliament (Act No.9 of 2012). The School is the successor to the Kenya Institute of Administration (KIA), Kenya Development and Learning Centre (KDLC) and the Government Training Institutes (GTIs) which were located in Baringo, Embu, Mombasa and Matuga. Its establishment is also provided for as a flagship project in the Kenya Vision 2030 aimed at building competencies for the government, developing and growing leadership in the public service and promoting best practices in public service delivery. The School offers management training, research, consultancy and advisory services to the public sector (KSG Act, 2012). Today, it offers services to both National and County governments, private sector players as well as those from Non-Governmental Organizations (NGOs). It is undoubtedly clear that the clientele served demands quality public services. In an endeavor to provide quality services and ensure customer satisfaction, KSG Mombasa, adopted 9001:2008 Quality Management Systems and was certified in 2012 and is currently implementing ISO 9001:2015 standard.

Statement of the Problem

Effective implementation of quality management systems in organizations has become an important concern to the workforce including customers, employees, professional and profitable companies who are working directly or indirectly in the organizations (Suleman, 2015). Successful implementation of quality management systems results in improving overall organizational performance such as improved employees participation, better communication, better quality and improved competitive advantage (Wani and Mehraj, 2014). Pheng and Jasmine (2004) pointed out that with the adoption of QMS there is the benefit of higher customer satisfaction, better quality products and higher market share. Customer satisfaction is one of the prime objectives of QMS and it is the most widely discussed approach to directing organizational efforts towards the goal of QMS. According to Ugboro and Obeng (2000), with the full adoption and implementation of QMS, there should be a turnaround in corporate culture and management approaches as compared to the traditional way of

management in which top management gives orders and employees merely obey them. Proper QMS implementation can be a powerful vehicle by which organizations can achieve excellence in business performance. However, despite the fact that many organizations adopt QMS framework and its key principles, some of them have not been achieving QMS potential benefits (Young, 1997). He further observed that QMS fails because an effective system was not created to execute QMS principles properly.

Kenya School of Government Mombasa is currently implementing ISO 9001:2015. A critical analysis of evaluation reports generated from customer responses does not paint a rosy picture of performance and customer satisfaction. There are numerous complaints regarding service delivery. Since implementation of a quality management system requires unwavering organizational commitment, substantial time and effort and drastic changes in the organizational culture and business practices, it is important for institutions to clearly understand what it takes to succeed and achieve high performance. In view of the foregoing problem indicators, it is the researcher's proposition that there are challenges in the implementation of QMS at KSG Mombasa. It is against this backdrop that the researcher intends to find out the challenges of implementing ISO 9001:2015 QMS in the public sector with a view to making appropriate recommendations for improvement. The study sought to achieve the following objectives:

- i. To determine the extent to which top management commitment affects implementation of quality management systems
- ii. To establish the extent to which employee training affects implementation of quality management systems
- iii. To determine the extent to which organization culture affects implementation of quality management systems
- iv. To find out the extent to which resource availability affects implementation of quality management systems

II. Theoretical Review

Theoretical Framework

Resource Based Theory: The Resource Based Theory (RBT) of the firm holds that a firm delivers added value through the strategic development of the organizations rare, hard to imitate and hard to substitute resources. The theory states that a firm performs better when it combines its unique resources to drive all the areas of the organization (David, 2009). It asserts that a firm gains sustainable competitive advantage when it implements strategies which cannot be copied by competitors. Resources that qualify to be sources of competitive advantage must be rare, strategic, inimitable, non-substitutable, appropriate and immobile (Ling & Jaw, 2011). The dynamic nature of firms calls for the development of dynamic capabilities which can be able to integrate, build upon and reconfigure internal and external resources to the firm's advantage. The RBT of the firm links the internal capabilities of the organization to strategy formulation to achieve competitive advantage (Njuguna, 2009). The theory views the firm as an interconnectivity of resources and capabilities which may be tangible or intangible. The RBT of the firm has emphasized the importance of strategic choice whose tasks include identifying, developing and deploying core resources to maximize profits.

Systems Theory: Systems theory is the interdisciplinary study of systems. A system is a cohesive conglomeration of interrelated and interdependent parts that is either natural or man-made. Every system is delineated by its spatial and temporal boundaries, surrounded and influenced by its environment, described by its structure and purpose or nature and expressed in its functioning. In terms of its effects, a system can be more than the sum of its parts if it expresses synergy or emergent behavior. Changing one part of the system usually affects other parts and the whole system, with predictable patterns of behavior. For systems that are self-learning and self-adapting, the positive growth and adaptation depend upon how well the system is adjusted with its environment. Some systems function mainly to support other systems by aiding in the maintenance of the other system to prevent failure. The goal of systems theory is systematically discovering a system's dynamics, constraints, conditions and elucidating principles (purpose, measure, methods, tools, etc.) that can be discerned and applied to systems at every level of nesting, and in every field for achieving optimized equifinality. Managers who understand systems theory recognize how different systems affect a worker and how a worker affects the systems around them. A system is made up of a variety of parts that work together to achieve a goal. Systems theory is a broad perspective that allows managers to examine patterns and events in the workplace. This helps managers to coordinate programs to work as a collective whole for the overall goal or mission of the organization rather than for isolated departments.

Contingency Theory: Contingency theory has been one of the most influential theories applied in strategic management. Its original ideas came from organizational theory (Khairuddin, 2005). It was this theory that revamped the whole idea of classical universalistic management theory, which stated there is always one best way of doing things. The contingency theory centres on the notion that there is no single best approach to manage organizations. In other words, organizations should not be managed by one-size-fit-all approach but should work out unique managerial strategies depending on the particular condition or situation they are facing (C. R. Raduan,

U. Jegak, A. Haslinda, and I. I. Alimin, 2009). The basic paradigm of contingency theory is that organizations seek effectiveness by fitting characteristics of the organization with contingencies that reflect its situations (Donaldson, 2001).

Organizational culture Theory: The most widely used organizational culture framework is that of Edgar Schein (1988), who adopts the functionalist view and described culture as a pattern of basic assumptions, invented, discovered, or developed by a given group, as it learns to cope with its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. In Schein's (1988) model, culture exists on three levels namely: Artifacts which are difficult to measure and deal with organizational attributes that can be observed, felt and heard as an individual enters a new culture; Values which deal with the espoused goals, ideals, norms, standards, and moral principles and is usually the level that is usually measured through survey questionnaires and underlying assumptions which deals with phenomena that remain unexplained when insiders are asked about the values of the organizational culture. Information is gathered in this level by observing behavior carefully to gather underlying assumptions because they are sometimes taken for granted and not recognized. According to Schein, the essence of organizational culture lies in this level (Schein, 1988).

Conceptual Framework

Management Commitment: Effective management is an essential factor for successful implementation of QMS. Top management commitment enables employees to have a clear direction in executing their duties (Pheng and Jasmine, 2004). Top management should ensure that there is clear communication of the principles, strategies, benefits and policies to all employees in the organization. This also enables employees to embrace the right attitudes. Salaheldin, (2009) concurred to this notion based on an exploratory study conducted on the specific problems that Qatar Steel Company faced in the implementation of the quality program. The study revealed that lack of support from top management was the biggest impediment to QMS implementation. When commitment and support from the top management was forthcoming, implementation led to an atmosphere of cooperation and brought in many positive results, like quality improvement, productivity increases and improved management style. A guiding principle of quality management asserts that sound leadership is fundamental to the success of an organization. The organization's leadership should establish a vision or a desired future for the organization. It should clearly demonstrate in practice an ongoing commitment to the QMS and create an environment that encourages people to achieve the objectives of the organization. According to Wani and Mehraj (2014), the development of a long-range leadership, teamwork for a common vision and institutional commitment are necessary factors for the successful implementation of quality systems. In addition they propose that leadership, accountability and cooperation are important dimensions of QMS which have positive effects on the organizational performance. Accordingly, these dimensions should be improved, well-organized and made effective to ensure better performance and quality. Yusuf (2007) also stressed on effective leadership for successful implementation of QMS and mentioned that management leadership is a vital factor in implementing as it influences employees for better performance. Top management is totally involved in implementing and stimulating the TQM approach. Further they added that effective implementation of QMS needs effective reforms in organizational environment and culture which is not possible without effective management and leadership. The ISO standards require that the adoption of a quality management system should be a strategic decision of the organization. The design and implementation of a QMS is influenced by varying needs, objectives, products offered, processes involved and size and structure of the organization (Tigani, 2011). Specifically ISO 9001 Clause 5.1 requires top management to demonstrate its commitment to the development and implementation of a QMS. This demonstration of commitment should also involve a formal endorsement that is communicated to all staff (WMO, 2013). This therefore calls for involvement and commitment of an organization's top management which provides a life line to any strategy and action in an organization (Douglas, 2004). Top management should believe in the benefits of ISO certification and be actively involved in the whole process. The quality policy and objectives have to be specified by management and made clear to all levels of management. ISO project team should be formed for development and implementation of an effective quality management system. The project team should maintain quality manual, schedule internal audits and management review meetings (Guchu and Mwanaongoro, 2012). In addition the top management needs to identify the critical success factors and to review the management structure. Leadership must ensure that the principles of quality management are implemented continually (Yusuf, 2007). The four distinctive ways that top management can support QMS implementation include allocating budgets and resources; control through visibility; monitoring progress; and planning for change (Motwani, 2001). Deming, one of the guru's of quality management proposes that a structure in top management should be created to push for the achievement of the principles of quality management on a daily basis. This point emphasizes on high responsibility of top management commitment to lead others for quality (Neyestani, 2017).

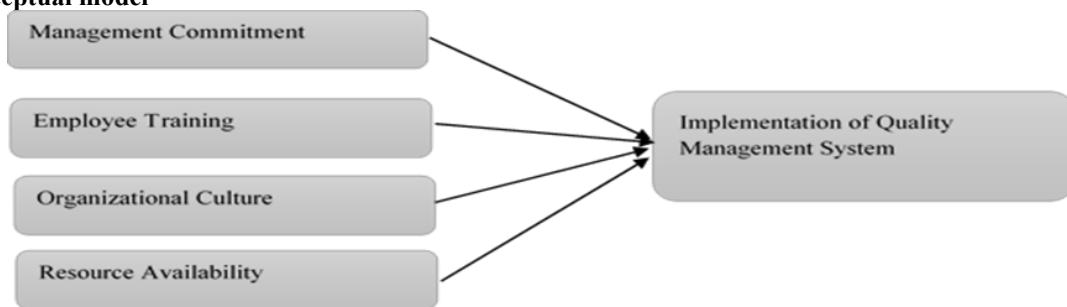
Employee Training: Training and development have been recognized as essential to the implementation of ISO Quality management systems. Quality gurus such as Deming, Juran and Crosby have actively advocated for quality training and education (Arunachalam & Palanichamy, 2017). Armstrong (2006) defines training as the formal and systematic modification of behavior through learning which occurs as a result of education, development and planned experience. Similarly, Aswathappa (2005) suggests that training is any attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing employee's attitude or increase his or her skills and knowledge. The potential of the quality system cannot be exploited until the staff fully understands how it functions. Implementing quality management system requires far more than defining objectives, planning, documentation and activation. Without proper training for employees, no procedure or system can ensure effective results (Otieno, 2015). An introductory training session for all staff involved in the QMS, starting with the core quality management team and especially the CEO/Director should be organized to ensure the successful implementation of a QMS by providing a sound understanding of the principles and practices pertaining to ISO 9001(WMO, 2013). All employees involved in tasks that affect quality must be made aware and trained on development of quality manuals, procedures, identification and implementation of improvement processes and how to audit compliance with the QMS (Guchu and Mwanaongoro, 2012). This therefore suggests that all employees must be sensitized about the system and trained on the various roles that they would undertake in implementation of the system. The researcher observes that the accruing benefits of implementing quality management systems should be clearly explained to all involved to ensure ownership of the process. It is important to ensure that employee training on quality management should be done by a recognized standards body for example Kenya Bureau of Standards. Chung (2000) also points out that training for quality management requires the development of specific skill sets that support quality management practices. Such training is important, not only to ensure the successful adoption of quality practice, but also to ensure the achievement of the broader quality mission of improved firm competitiveness. One of Deming's principle of quality management calls for the institution of a vigorous programme of education and training. The aim of this point is to update the employees for being ready to improve quality continuously (Neyestani, 2017).

Organization Culture: When people join an organization, they bring with them the values and beliefs they have been taught. Quite often, however, these values and beliefs are insufficient for helping the individual succeed in the organization. The person needs to learn how the particular enterprise does things (Luthans: 2002). According to Armstrong (2009) the culture of an organization affects the way in which people behave and has to be taken into consideration as a contingency factor in developing organizational policies and practices. It is therefore important that managers understand the concept of organization culture, how it affects organizations and how it can be managed for better performance. Organizational culture is the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the way people in an organization behave and things get done (Armstrong: 2009). Edgar Schein, who is probably most closely associated with the study of organizational culture, defines it as a pattern of basic assumptions—invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration—that has worked well enough to be considered valuable and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (Luthans, 2002). Organization culture offers a shared system of meanings which is the basis for communications and mutual understanding. If these functions are not fulfilled in a satisfactory way, culture may significantly reduce the efficiency of an organization. Culture helps hold an organization together by providing appropriate standards for what employees should say and do. The importance of culture is that it helps to account for variations among organizations and managers, both nationally and internationally. It helps to explain why different groups of people perceive things in their own way and perform things differently from other groups. (Mullins: 2002). Organization culture has a boundary –defining role as it distinguishes the organization from other organizations and therefore creates a sense of identity for members (Robbins, 2012). Organizational culture drives the organization by creating an operational environment in which every employee strives to achieve the goal that was set by the company. The standards based on which the employees are measured and assessed are also defined by this environment. Most of the time, the culture that exist in a company is deeply rooted, meaning a difficult process of changing it. The result of a well-structured culture within the organization's environment is a dynamic team upon which every employee is held accountable while at the same time all members respect themselves and the company as an entity (Tanase, 2015). Robbins (2012) observes that a strong culture reduces employee turnover, because it demonstrates high agreement about what the organization represents. Such unanimity of purpose builds cohesiveness, loyalty and organizational commitment. These qualities in turn lessen employee's propensity to leave. Also a strong culture creates predictability, orderliness, and consistency. The stronger an organization culture, the less management needs to be concerned with developing formal rules and regulations to guide employee behaviour. Those guidelines will be internalized in employees when they accept organization's culture. Organizational culture has ability to

increase job satisfaction, and awareness about problem solving and organization performance (Kotter, 2012). If the organizational culture becomes incompatible with the dynamic expectations of internal and/or external stakeholders, the organization's success will decrease as it has happened with some organizations (Ernst, 2001). The impact of organizational culture on employee behavior and performance is based on four important ideas (Bulach, Lunenburg, & Potter, 2012). Firstly, having knowledge of the organization culture permits employees to understand the history and functioning of the organization. This knowledge provides information about projected future behaviors. Secondly, organizational culture raises devotion to the organization's philosophy and values. This commitment creates shared feelings of achieving common goals. It means organizations can achieve greater success only when employees share values. Thirdly, organizational culture, with its norms, deal as a control mechanism to direct behaviors toward expected behaviors and away from unfavorable behaviors. This can also be achieved by recruiting, selecting, and retaining employees whose values match with the values of the organization. This type of organizational culture may be linked directly to greater efficiency and performance than others (Ahmed & Shafiq, 2014). The pervasive nature of organizational culture has a significant effect on organizational processes such as decision making, motivation, job satisfaction, design of structure, work organization, group behaviour and management control. (Mullins, 2002). Pearce and Robinson (2004), observe that culture is strength but can also be a weakness. As a strength, culture can facilitate communication, decision making and control, and create cooperation and commitment. As a weakness, culture may obstruct the smooth implementation of strategy by creating resistance to change. The adoption of a quality management approach to the delivery of products and services may require a significant change management strategy for organizations. ISO 9001 provides an appropriate framework to implement the required change management processes. The framework helps identify the most appropriate policies, procedures, records, technologies, resources and structures needed to achieve and enhance the quality of products and services. The development and successful implementation of a QMS will instil a quality attitude at all levels and this helps to ensure the delivery of products and services of an international standard (WMO, 2013). Similarly Sallys (2002), opines that a QMS requires a change of culture which is notoriously difficult to bring about and takes time to implement. It requires a change of attitudes and working methods. Employees need to understand and live the message if QMS is to make an impact. However, culture change is not only about changing behaviours, but also requires a change in institutional management.

Resource Availability: Resource management is critical to successful implementation of QMS. In accordance with ISO 9001, an organization should determine and provide the resources needed to maintain and continually improve the effectiveness of the QMS to meet customer requirements (WMO, 2013). This calls for determination and allocation of human resources, infrastructure and work environment (Guchu and Mwanaongoro, 2012). One of the principles of quality management advanced by Deming advocates for removing of barriers that hinder employee performance. He suggested the eliminating of defective materials, low level of equipment and machinery, inefficient techniques, and lack of management support (Neyestani, 2017). Implementation and certification of a QMS is a costly exercise which requires time, money and the full involvement of all the stakeholders of an institution. It is possible to classify cost related to ISO in two large categories, implementation and maintenance costs. The development of ISO 9001 requires that an organization should have access to a sufficient level of resources. The level of resources available to the organization and its personnel potentially affect the degree to which the various quality options are used or considered. Corporate resources therefore should play an important role in the quality option considered by the organization. According to Tigani (2011), work environment is key to successful implementation of QMS as it impacts on performance of workers. Work environment has two components namely the physical aspects such as buildings and infrastructure and psychological aspects such as good work relations and job motivation factors. Accordingly, organizations should strive to provide comfortable work environment as a top priority.

Conceptual model



Source (Author, 2024)

Figure 1: Conceptual model

III. Material And Methods

Research Design: This study adopted a descriptive research design. The design is preferred as it is used to obtain information concerning the current status of the phenomenon to describe what exists with respect to variables or conditions in a situation. (Cooper and Schindler, 2008)

Target Population: This study targeted Management and employees of KSG Mombasa totaling to 82. The employees are drawn from all departments namely Finance, Business development, Training, Devolution, Research and consultancy, Human resource management, Administration and Hospitality services.

Sample Design: Respondents from all departments were categorized into three strata's namely Top management, Faculty and Support services. Stratified random sampling was used to select 30% of the total population from all the departments. According to Mugenda and Mugenda (2003) a sample population of 30% is representative of the entire population

Table 1: Sample Design

Employee category	Target Population	Sample Size (30%)
Top Management	2	1
Faculty	15	5
Support Services	65	20
Total	82	26

Source (Author, 2019)

Data Collection Instruments: This study used structured Questionnaires and document review to collect required data.

Questionnaires: The researcher developed questionnaires with structured and open ended questions. They were distributed to respondents and collected after five days. The researcher was available to clarify issues and self-administer the questionnaires whenever required. Questionnaires were preferred as they can be used to obtain data from a large number of respondents (Sharp, 2002).

Document review: Technological advances have led to vast amounts of data that has been collected, compiled, and archived, and is now easily accessible for research. As a result, utilizing existing data for research is becoming more prevalent. Desk research is flexible and can be utilized in several ways. It is also an empirical exercise and a systematic method with procedural and evaluative steps, just as in collecting and evaluating primary data (Melissa, 2014). This study reviews relevant literature from books, journals, reports and internet sources.

Data Collection Procedure: The researcher sought permission for data collection from relevant authorities and distributed questionnaires to sampled respondents. The researcher picked questionnaires after three days. The same questionnaires were used as guides for interviews with top management and Quality Management representative. In addition relevant websites and secondary data available were consulted to further cement the findings of the research.

Data Analysis: Data collected was coded and edited. Qualitative data was organized into thematic areas and presented qualitatively. Quantitative data was analysed using SPSS and presented by tables, graphs and pie charts.

IV. Result

Descriptive Statistics

The study's demographics showed that 57.7% of the respondents belong to the age bracket of between 41-60 years of age, 38.5% were between 26-40 years and 3.8% were 25 years and below. The gender composition of the respondents was 61.5% male and 38.5% female. On education, 30.8% of the respondents had attained master's degree, 30.8% diploma, 19.2% undergraduate degree, 15.4% certificate and 3.8% doctorate. The majority of the respondents (38.5%) had worked at KSG-Mombasa for 12 years and above, 34.6% had between 7-11 years, 19.2% between 2-6 years and 7.7% had worked for less than 2 years. The segregation of data in terms of level of management indicated that 38.5% of the respondents were in the category of administrative support services, 34.6% middle management and 26.9% top management.

Factors Influencing Implementation of ISO 9001:2015 QMS

On top management commitment, 88.5% of the respondents agreed that KSG has a formal unit dealing ISO QMS matters while 7.7% were not sure. There were regular meetings held to discuss implementation of QMS progress as agreed by 53.8% and 61.5% agreed that top management promotes proper quality planning practices.

On implementation of QMS, 65.4% of the respondents agreed it's the responsibility of top management. Further, the respondents agreed that top Management provides leadership role in quality management initiatives (61.5%), top management is committed to quality service delivery (69.2%), top management ensures strict adherence to quality management standards (57.7%), employees' ideas on ways to improve quality in the organization are encouraged (57.7%) and the quality policy is widely publicized and understood by all employees (42.3%). On the other hand, 34.6% of the respondents indicated they were not sure whether top management motivates and recognizes staffs who are involved in QMS.

Table 2: Top Management Commitment

	Strongly Agree (%)	Agree (%)	Not sure (%)	Disagree (%)	Strongly Disagree (%)
KSG has a formal unit dealing ISO QMS matters	30.8	57.7	7.7	3.8	0.0
Regular meetings are held to discuss implementation of QMS progress	0.0	53.8	34.6	7.7	3.8
Top management promotes proper quality planning practices	3.8	57.7	26.9	3.8	7.7
The quality policy is widely publicized and understood by all employees	11.5	30.8	38.5	7.7	11.5
Top management is fully responsible for implementation of QMS	15.4	50.0	23.0	7.7	3.8
Top Management motivates and recognizes staff who are involved in QMS	3.8	30.8	42.3	15.4	7.7
Top Management provides leadership role in quality management initiatives	3.8	57.7	26.9	3.8	7.7
Top management is committed to quality service delivery	7.7	61.5	23.1	3.8	3.8
Top management ensures strict adherence to quality management standards	7.7	50.0	26.9	11.5	3.8
Employees' ideas on ways to improve quality in the organization are encouraged	7.7	50.0	15.4	15.4	11.5

These findings imply that even though there is strong positive indication of top management commitment in terms of establishing a formal unit dealing with ISO QMS matters, Regular meetings to discuss implementation of QMS progress, promoting proper quality planning practices, there are significant numbers indicating not sure especially on regular meetings held to discuss implementation of QMS progress (34.6%), the quality policy is widely publicized and understood by all employees (38.5%) and top Management motivates and recognizes staff who are involved in QMS (42.3%).

Table 3 shows that 38.5% of the respondents agreed that all employees have been sensitized on ISO 9001: 2015 QMS while 34.6% indicated not sure. On training, 38.4% of the respondents agreed staff have been adequately trained to understand their role in QMS and 34.6% cited not sure. 61.5% of the respondents indicated that internal Auditors and Management Representatives have been adequately trained on audit process and 23.1% indicated not sure. On whether ISO QMS published materials are available to staff, 46.1% agreed while 34.6% were not sure. The findings further reveals that 61.5% of the respondents were not sure whether new employees are inducted on the QMS. Finally, 42.3% of the respondents indicated that employees understand quality procedures applicable in their work and 34.6% cited not sure.

Table 3: Employee Training

	Strongly Agree (%)	Agree (%)	Not sure (%)	Disagree (%)	Strongly Disagree (%)
All employees have been sensitized on ISO 9001: 2015 QMS	7.7	30.8	34.6	15.4	11.5
Staff have been adequately trained to understand their role in QMS	3.8	34.6	34.6	23.1	3.8
Internal Auditors and Management Representatives have been adequately trained on audit process	11.5	50.0	23.1	15.4	0.0
ISO QMS published materials are available to staff	3.8	42.3	34.6	15.4	3.8
New employees are inducted on the QMS	0.0	11.5	61.5	15.4	11.5
Employees understand quality procedures applicable in their work	0.0	42.3	34.6	19.2	3.8

These findings strongly signal lack of proper employees training on all aspects of ISO 9001: 2015 QMS.

On organizational culture, 73.1% of the respondents agreed that KSG core values are supportive of the QMS, 69.2% agreed that employees are committed to success of the QMS, 53.8% agreed that employee behavior is supportive of the QMS and 26.9% were not sure. On whether employees have a positive attitude towards the QMS, 46.2% agreed while 34.6% were not sure. Slightly above average (53.8%) of the respondents indicated employees have accepted the QMS as a way of life in the organization as 26.9% cited not sure. Half of the respondents (50.0%) indicated that employees' values are as expected in the QMS as 34.6% indicated not sure.

On whether implementation of QMS is not done as a formality, 42.3% of the respondents agreed and same percentage (42.3%) were not sure. The question whether there is no resistance to implementation of QMS, 38.4% of the respondents agreed while 38.5% were not sure. On whether the organization celebrates the QMS achievements, 30.7% of the respondents agreed while 53.8% were not sure.

Table: Organizational Culture

	Strongly Agree (%)	Agree (%)	Not sure (%)	Disagree (%)	Strongly Disagree (%)
KSG core values are supportive of the QMS	26.9	46.2	19.2	3.8	3.8
Employees are committed to success of the QMS	7.7	61.5	15.4	11.5	3.8
Employee behavior is supportive of the QMS	3.8	50.0	26.9	15.4	3.8
Employees have a positive attitude towards the QMS	0.0	46.2	34.6	7.7	11.5
Employees have accepted the QMS as a way of life in the organization	3.8	50.0	26.9	11.5	7.7
Employees' values are as expected in the QMS	0.0	50.0	34.6	7.7	7.7
Implementation of QMS is not done as a formality	3.8	38.5	42.3	7.7	7.7
There is no resistance to implementation of QMS	11.5	26.9	38.5	19.2	3.8
The organization celebrates the QMS achievements	11.5	19.2	53.8	11.5	3.8

These findings express a mixed organizational culture with some aspects supporting QMS while others need to be addressed (QMS being done as a formality, resistance to implementation of QMS and celebration of the QMS achievements by the organization).

Table 5 indicates that 53.9% of the respondents agreed the organization has adequate financial resources for QMS implementation and 30.8% were not sure. On human resources, 38.5% agreed that there are adequate human resources necessary for QMS implementation while 42.3% were not sure. 34.6% of the respondents agreed that ample time is allocated for implementation of QMS while 50.0% were not sure. On technology, 38.4% of the respondents agreed that adequate technological infrastructure for implementation of QMS is provided and 46.2% were not sure. 42.3% of the respondents agreed that adequate tools and working materials are provided for implementation of QMS while 34.6% indicated not sure. On QMS reference materials, 50.0% of the respondents agreed that there are adequate reference materials for QMS implementation and 34.6% indicated not sure.

Table 5: Resource Availability

	Strongly Agree (%)	Agree (%)	Not sure (%)	Disagree (%)	Strongly Disagree (%)
The organization has adequate financial resources for QMS implementation	7.7	46.2	30.8	3.8	11.5
There are adequate human resources necessary for QMS implementation	0.0	38.5	42.3	7.7	11.5
Ample time is allocated for implementation of QMS	0.0	34.6	50.0	3.8	11.5
Adequate technological infrastructure for implementation of QMS is provided	3.8	34.6	46.2	7.7	7.7
Adequate tools and working materials are provided for implementation of QMS	0.0	42.3	34.6	15.4	7.7
There are adequate reference materials for QMS implementation	3.8	46.2	34.6	7.7	7.7

These findings mean that there is inadequacy of resources needed in the implementation of the QMS.

V. Conclusion

The study concluded that there is a strong positive indication of top management commitment in terms of establishing a formal unit dealing with ISO QMS matters, Regular meetings to discuss implementation of QMS progress and promoting proper quality planning practices. On the other hand there are significant numbers indicating low top management commitment especially on regular meetings held to discuss implementation of QMS progress, the quality policy is widely publicized and understood by all employees and top Management motivates and recognizes staffs who are involved in QMS.

Secondly, there was strongly signal of lack of proper employees training on all aspects of ISO 9001: 2015 QMS; there was average agreement that QMS published materials are available to staff, the respondents were not sure whether new employees are inducted on the QMS and below fifty percent of the employees understand quality procedures applicable in their work.

Finally, there was a mixed organizational culture with some aspects supporting QMS while others need to be addressed (especially, QMS being done as a formality, resistance to implementation of QMS and celebration of the QMS achievements by the organization). The study also found that there is inadequacy of resources needed in the implementation of the QMS.

VI. Recommendations

The management of public institutions should commit more on QMS implementation especially by ensuring regular meetings held to discuss implementation of QMS progress, ensuring the quality policy is widely publicized and understood by all employees and motivating and recognizing staffs who are involved in QMS.

The management of public institutions should ensure continuous employee training on QMS as well as avail published materials to staff and induct new employees on the QMS.

The management of public institutions should cultivate a strong organizational culture which supports QMS implementation by ensuring QMS is not being done as a formality and celebrating QMS achievements by the organization.

The management of public institutions should ensure availability of adequate resources needed in the implementation QMS.

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