TOTAL QUALITY MANAGEMENT STRATEGIES AND EMPLOYEE PERFORMANCE IN REFERRAL HOSPITALS IN KENYA: A CASE OF KENYATTA NATIONAL HOSPITAL

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ABSTRACT

Total quality management describes a philosophy of management that aims at exceeding the current as well as future stakeholder expectations through continuously improving process, goods, and services. However, even though total quality management enhances employee performance, many public organizations and more specifically Kenyatta National Hospital is experiencing deteriorating performance of the employees due to internal and external issues. Therefore, this study’s main objective was to find out the influence of total quality management strategies on employee performance in Kenyatta National Hospital. The study had four specific objectives which include; to determine the influence of customer focus on employee performance in Kenyatta National Hospital; to establish how employee involvement influences employee performance in Kenyatta National Hospital; to establish the influence of continuous improvement on employee performance in Kenyatta National Hospital; and to assess whether top management commitment influences employee performance in Kenyatta National Hospital. The theories that explained the relationship were be; quality improvement theory, resource-based view theory, institutional theory, and the theory of constraints. The study conducted a descriptive survey targeting 5500 employees (doctors, nurses, specialists, and support staff) of Kenyatta National Hospital and this made the sampling frame. The study employed stratified random sampling and surveyed 373 respondents to whom a structured questionnaire were issued. Secondary data was also collected. Descriptive and inferential analysis was employed. Validity of the research instrument was realized through expert opinion whereas reliability was determined by Cronbach’s Alpha. According to the findings, taking all factors (customer focus, employee involvement, continuous improvement and top management commitment) constant at zero, overall employee performance in Kenyatta National Hospital was found to be 5.674. The data findings also show that a unit increase in customer focus led to a 0.332 increase employee performance in Kenyatta National Hospital; a unit increase employee involvement lead to a 0.376 increase in employee performance...
in Kenyatta National Hospital; a unit increase in continuous improvement, led to 0.355 increases in employee performance in Kenyatta National Hospital and a unit increase in top management commitment led to a 0.398 increase in employee performance in Kenyatta National Hospital. This means that the most significant variable was top management commitment followed by employee involvement; continuous improvement and customer focus respectively.

**Keywords:** Total Quality Management; Strategies; Employee Performance; Referral Hospitals

**INTRODUCTION**

The total quality management strategies that this study examined include employee involvement, customer satisfaction, continuous process, and top management commitment. Customer focus is what many hospitals emphasize on in meeting the customers’ unlimited expectations (Kumar & Narasimham, 2012). Customer satisfaction is a top priority for organizations and the firm aims at meeting the needs of the customers in every single transaction. Customer focus involves handling the complaints from the customers, implementing systems for customer feedback, and client retention interventions.

Employee involvement requires the commitment of the top management to see to it that employees engage in a culture that centers on quality thus creating a healthy company image through services rendered to the clients (Goetsch & Davis, 2014). TQM aims at broadening the workers’ job responsibilities and employee participation increases the flow of information thus increasing the organization’s wellness (Macide, 2018). The staff need to give their contribution concerning organizational decisions and experience a culture of openness in the company. The management should also share productivity with the employees so as to come up with ways of improving performance.

Continuous improvement describes never-ending improvement in achieving the needs of the customers. Continuous improvement requires management by facts as well as workers’ commitment with the organizational members embracing teamwork (Milanoi, 2016). Continuous improvement comprises of continuous quality audits, benchmarking, employee training, and systems measurement. Top management commitment is fundamental for quality development of an organization because they ensure deployment of adequate resources to improve staff training leading to better quality to leave customer satisfied. Commitment of the top organization’s management influences implementation of TQM to satisfy customers (Ramseook-Munhurrun et
al., 2011). Organizational management should embrace quality leadership, quality visions, quality organizational visions, and effective resource allocation.

**Statement of the Problem**

TQM concentrates on quality, based on the contribution of each member of the organization to ensure lasting success (Mwaura, 2017). Despite the fact that total quality management enhances employee performance, many public organizations and more specifically Kenyatta National Hospital are experiencing deteriorating levels of employee performance. Koech (2018) noted that Kenyatta National Hospital has persistently had issues with poor communication and glaring gaps in the admission process. Chege and Merab (2018) noted that on March 22, 2018 evening, Kenyatta National Hospital was struggling with another storm due to accusations of a caesarean section surgical misfortune and death of one of the twin girls delivered through the operation. Kakah (2016) reported that the KNH board moved to court in protest of an order to compensate a patient’s family following a complaint on malpractice.

Referral hospitals consume huge health budgets and their employees’ contribution to the improvement of health is low relative to the government expenditure on these facilities (Tsofa, Molyneux, & Goodman, 2016). The Government has adopted a strategy of quality management where it aims at improving the quality of efficiency as well as effectiveness of the services. Like many organizations, KNH is committed to having a high-performing workforce as reflected in its core values, however, KNH is experiencing lower levels of employee performance which affects the quality of care and patient satisfaction (Wanjau, Muiruri, & Ayodo, 2012).

Different researches have explored the topic of TQM and employee performance. Observations by Ramseook-Munhurrun et al. (2011) on the effect of adopting quality management in one government hospital in Mauritius, continuous improvement together with the other TQM elements have a substantial impact on the management’s and workers’ perception and that the administration perceives the adoption of TQM as being relevant as well as effective in public hospitals. However, findings from this study cannot be applied to KNH because it was conducted in Mauritius and the study used management’s and employees’ perception as the dependent variable. Zahari and Zakuan (2016) observed that TQM significantly impacts employee performance in Malaysian
manufacturing. However, the focus of this study was on Malaysian manufacturing firms and thus a study targeting Kenyatta National Hospital bridged the gap.

Mang’eli and Kilika (2018) noted a positive contribution of TQM on operational performance of Nairobi Bottlers Limited, Kenya. However, the study has limitations in applicability of findings to other organizations because it specifically targeted Nairobi Bottlers Limited. Mwaura (2017) found out that TQM policies have a positively affect performance of employees due to effective managing of KRA. The emphasis of the study was TQM strategies and performance of employees in Kenya’s referral hospitals and it specifically targeted Kenyatta National Hospital.

1.3 Research Objectives

1.3.1 General Objective

The main objective of the study was to find out the influence of total quality management strategies on employee performance in Kenyatta National Hospital.

1.3.2 The Specific Objectives

i) To establish the influence of customer focus on employee performance in Kenyatta National Hospital.

ii) To determine how employee involvement influences employee performance in Kenyatta National Hospital.

iii) To determine the influence of continuous improvement on employee performance in Kenyatta National Hospital.

iv) To assess the effect of top management commitment on employee performance in Kenyatta National Hospital.

EMPIRICAL LITERATURE REVIEW

Customer Focus and Employee Performance

Jarideh (2016) explored the how customer focus and service-orientation affects quality of services and customer satisfaction in Hyperstar Stores in Tehran, Iran. The study was a descriptive survey in nature. To assess the hypotheses and LISREL software analysis track used. The study selected
the sample size using non-random techniques a questionnaire was the research instrument. The study findings exposed that customer and service orientation had a positive correlation with expected service quality. However, this study used SPSS in data analysis and regression analysis, and employed random sampling techniques.

Yaacob (2014) assessed the impact of customer focus on Malaysian public companies performance because customer focus is thought to be significantly associated with customer satisfaction. In this research a descriptive survey was employed and data collected by means of questionnaires from 250 respondents, managers working in the public sector chosen through stratified random sampling. Results revealed that customer focus significantly influences employee satisfaction, innovativeness, and satisfaction of clients. The association between the variables was tested using the structural model and showed indirect link between the customer focus strategy and customer satisfaction. However, the study targeted Malaysian public sector and thus the need for studying KNH. Also, the study studied the influence of other TQM strategies that influence employee performance other than customer focus and therefore it determined the influence of TQM strategies and employee performance in KNH.

**Employee Involvement and Employee Performance**

Mildred (2016) investigated the role of employee participation on performance of tasks in Kenya Medical Research Institute (KMRI) (Centre for Global Health Research) Kisumu through a descriptive survey by targeting all the workers in the organization, 867 and a sample size of 174 respondents obtained via simple random sampling. Structured questionnaires collected data that was analyzed through descriptive analysis. Study results revealed that workers of KMRI (Centre for Global Health Research) Kisumu had well-defined goals and objectives and understood how their individual performance contributed to the overall organization’s goals. It was also established that employees participate in deciding how the organization’s work gets done, though teams lack control and autonomy to perform their functions. However, the study targeted the employees of KMRI (Centre for Global Health Research) Kisumu.

Oyaro (2016) examined whether allowing employee to take part in decision making influences citizenship behavior in Machakos County offices using a descriptive design. Stratified random sampling helped in selecting the middle level managers and the supervisory managers to participate and they were respondents who completed the questionnaires and SPSS employed in
The research findings confirmed that involvement of workers in decision making results in increased productivity. However, dependent variable was organizational citizenship behavior and the study did not investigate contribution of the other TQM strategies.

Muthike (2016) studied the engagement of workers and performance of Pact in Nairobi through a census of all the 28 workers of the organization. The study employed questionnaires in collecting data. Descriptive statistics revealed that the company involves its employees through recognizing their input in designing of strategy. The research established that involving employees positively impacted on performance of the company. Yet, organizational performance was the dependent variable, study disregarded other TQM strategies, and was a case study of Pack organization which limits applicability of results.

Continuous Improvement and Employee Performance

In examining if embracing continuous improvement impacts on task performance in lean production, impact of lean interval in textile as well as apparel firms in Sri Lanka, Wickramasinghe and Wickramasinghe (2016) found that continual improvement significantly positively impacts shop-floor job performance of employees. A random sample had been picked for the survey and data analyzed through descriptive statistical methods. The study was done in Sri Lank and results are not applicable to Kenyatta National Hospital in Kenya.

According to Otieno (2016) in an investigation on continuous improvement and efficiency of Kenyan commercial banks, continuous improvement practices of quality improvement programs, engagement of people, leadership, and factual approach to making decisions positively contribute to organizational efficiency. The research used utilized a descriptive survey whose nature was exploratory to obtain qualitative information. The study targeted branch managers of thirty-nine commercial banks to whom questionnaire were administered. The relationship was proved significant at 95% confidence (p <0.05) for the five continuous improvement practices suggesting that they are essential factors affecting efficiency of banks. However, the study was in commercial banks hence the results are not generalizable to KNH, the study ignored the impact of customer orientation, workers’ involvement, as well as top management commitment and the study used efficiency as the dependent variable other than employee performance.
Muriithi (2014) examined the effect of methods of continuous improvement on operational performance among Kenyan commercial banks due to increased competition in the industry. A descriptive survey was conducted and primary along with secondary data obtained using questionnaires and publications of the quarterly financial results of the banks respectively.

Ramseook-Munhurrun, Munhurrun, and Panchoo (2011) in a study on TQM implementation in a Mauritius public hospital noted that continuous improvement together with the other TQM elements substantially affect the perception of management and employees and that the administration perceives the adoption of TQM as being relevant as well as effective in public hospitals. The study had conducted a survey and used questionnaires. Data analysis used SPSS and analysis of variance (ANOVA) examined if management and employees perceived critical factors differently. However, the study was conducted in Mauritius and in a public hospital and therefore not applicable to KNH. Also, the study used management’s and employees’ perception as the dependent variable and not employee performance.

**Top Management Commitment and Employee Performance**

Njeru (2016) investigated whether TQM affects employee performance of Kenya’s public universities and observed a strong positive significant public universities between TQM and performance of employees. A case study was used targeting 215 employees in public universities. Stratified random sampling helped in sample selection and data obtained from the study participants using questionnaires and used descriptive and inferential analysis. Nevertheless, results cannot be generalized to Kenyatta National Hospital because a case study was conducted.

Sheng (2014), in an empirical inquiry on whether organizational commitment affects employee performance in company X which is a multinational corporation noted that organizational commitment, more specifically economic commitment, ideal commitment, and normative commitment have a positive contribution to employee performance. Data collection involved administering questionnaires and analyzed through correlational analysis. Factor analysis was adopted to analyze the respondents’ background information.

Pradeep and Prabhu (2011) explored effects of exemplary leadership on performance of staff. The study investigated how transformational style of leading, transactional, and laissez-faire leadership influenced employee performance by conducting a survey of private and public enterprise. Respondents who provided data were 43 middle-level supervisors as well as 156 junior employees.
using a questionnaire. Data analysis employed correlation method and regression analysis and results propose that the transformational leaders significantly influenced employee performance outcomes. However, effective leadership is one dimension of top management commitment that this study intends to cover top management commitment in general.

Summary of Literature and Gaps to be filled

<table>
<thead>
<tr>
<th>Author</th>
<th>Study Title</th>
<th>Findings</th>
<th>Methodology</th>
<th>Gaps</th>
<th>Focus of Present Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Odero &amp; Makori (2018)</td>
<td>Employee involvement and employee performance in public universities in Kenya.</td>
<td>Employee involvement strongly positively correlates with employee performance.</td>
<td>Conducted a descriptive survey. Questionnaire collected data for the study. Data was analyzed descriptively.</td>
<td>Study focused on public universities in Kenya.</td>
<td>TQM strategies and employee performance in Kenyatta National Hospital and employee involvement will be one of the TQM strategies.</td>
</tr>
<tr>
<td>Mukami (2017)</td>
<td>Customer management strategies and customer satisfaction in Chase Bank (Kenya).</td>
<td>Concentrating on organization’s clients positively affects customer satisfaction.</td>
<td>Survey was conducted. Stratified random. Used a questionnaire regression analysis.</td>
<td>The study targeted Chase Bank which limits the applicability of results to KNH. The study variables were customer focus and customer satisfaction.</td>
<td>TQM strategies and employee performance in KNH.</td>
</tr>
<tr>
<td>Jarideh (2016)</td>
<td>Effect of customer orientation and staff service-oriented on quality of service, customer satisfaction and loyalty in Hyperstar Stores.</td>
<td>Customer and service oriented staff and employees has a positive correlation with perceived service quality.</td>
<td>Descriptive survey. Used LISREL software for data analysis. Used non-random techniques. Data collected using a questionnaire</td>
<td>The study did not use SPSS and regression analysis and used non-random sampling which affects representativeness of the sample. Focused only of customer orientation dimension of TQM.</td>
<td>TQM strategies and employee performance in KNH. Study will employ random sampling techniques.</td>
</tr>
<tr>
<td>Mildred (2016)</td>
<td>Effects of Employee Involvement on Job Performance</td>
<td>Employees participate in deciding how the organization’s</td>
<td>Descriptive survey. Simple random sampling.</td>
<td>The study targeted the employees of Kenya Medical</td>
<td>TQM strategies and employee performance in Kenyatta</td>
</tr>
</tbody>
</table>
at the Kenya Medical Research Institute (Centre for Global Health Research) Kisumu

work gets done and individual performance contributed to the overall organization’s goals.

Structured questionnaires. Primary data. Descriptive analysis.

Research Institute. Ignored other TQM strategies. Used job performance as the dependent variable.

National Hospital.

Oyaro (2016).

Employee involvement in decision making and organizational citizenship behavior in Machakos County Government.

Allowing employees to take part in decision making results in increased productivity.

Descriptive research design. Random sampling. Questionnaire for data collection. Data analyzed using SPSS.

Dependent variable was organizational citizenship behavior and the study did not focus on the other TQM strategies.

TQM strategies and employee performance in Kenyatta National Hospital.

Muthike (2016)


Engaging employee positively impacted performance.

Utilized a census and questionnaires as the instrument. Descriptive statistics.

Organizational performance was the dependent variable. The study, ignored TQM strategies impacting performance, and was a case of Pack organization.

Total quality management strategies and employee performance in KNH and the study will sample the population since it is big.

**RESEARCH METHODOLOGY**

The appropriate research design for this study was a descriptive design. According to Kothari and Garg (2014) a study design represents the conceptual structure upon which to carry out a study. A descriptive research design helps in answering what, where, and how questions about a phenomenon being. A descriptive survey is a data collection method that uses interviews and questionnaires that are self-administered to the respondents. A descriptive design helps to explain how things are without manipulating variables thus allowing the generalizability of results to a larger group.
Target Population

The study targeted employees of Kenyatta National Hospital because population represents the larger cluster from which a sample is obtained. The total number of the employees at KNH is 6000 (KNH, 23 October 2016). Cooper and Schindler (2009) define target population as a collection of persons, items or things from which to get a sample for measurements. Target populations must possess certain observable features like those of the group of interest (Kothari, 2004). The target population included 5500 employees of KNH (nurses, specialists, and support staff) with the exception of 500 doctors.

RESULTS AND DISCUSSION

Response Rate

The data was collected from the Kenyatta National Hospital. Out of 373 questionnaires which were issued 342 were correctly filled and returned thus they formed a response rate of 91.6% as shown in table 4.2 below.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Sample size</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correctly filled</td>
<td>342</td>
<td>91.6</td>
</tr>
<tr>
<td>Not returned</td>
<td>31</td>
<td>8.3</td>
</tr>
<tr>
<td>Total</td>
<td>373</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field data, (2019)

Validity and Reliability Test (Results of Piloting Test)

Validity Test

Results from Table 4.2, shows that the test yielded an average validity index score of 94%. This was an indication that the instrument was valid.
Table 4.2: Content Validity Index

<table>
<thead>
<tr>
<th>RATER</th>
<th>TOTAL ITEMS</th>
<th>VALID ITEMS</th>
<th>FRACTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>55</td>
<td>51</td>
<td>0.9272</td>
</tr>
<tr>
<td>2</td>
<td>55</td>
<td>54</td>
<td>0.9818</td>
</tr>
<tr>
<td>3</td>
<td>55</td>
<td>51</td>
<td>0.9272</td>
</tr>
<tr>
<td>4</td>
<td>55</td>
<td>53</td>
<td>0.9636</td>
</tr>
<tr>
<td>Average</td>
<td></td>
<td></td>
<td><strong>0.9495</strong></td>
</tr>
</tbody>
</table>

Source: Field data, (2019)

Reliability Test

As indicated in Table 4.3 all the variables; customer focus, employee involvement, continuous improvement, top management commitment and employee performance were greater than 0.7. From these findings it can be concluded that the constructs measured had the adequate reliability for the subsequent stages of analysis since all the Cronbach Alpha values were greater than 0.7.

Table 4.3: Reliability Analysis

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Focus</td>
<td>0.833</td>
</tr>
<tr>
<td>Employee Involvement</td>
<td>0.710</td>
</tr>
<tr>
<td>Continuous Improvement</td>
<td>0.783</td>
</tr>
<tr>
<td>Top management commitment</td>
<td>0.701</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>0.845</td>
</tr>
</tbody>
</table>

Source: Field data, (2019)

Regression Analysis

The researcher conducted a multiple regression analysis so as determine the influence of total quality management strategies on employee performance in Kenyatta National Hospital. The researcher applied the statistical package SPSS, to enter and compute the measurements of the multiple regressions for the study as presented below.
Model Summary

Table 4.4: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.799</td>
<td>.742</td>
<td>.558</td>
<td>.0042</td>
</tr>
</tbody>
</table>

Source: Research, 2018

a. Predictors: (Constant) customer focus, employee involvement, continuous improvement and top management commitment.
b. Employee performance in Kenyatta National Hospital

The regression analysis model shows a strong relationship, $R^2 = 0.742$ which shows that 74.2% of the variation in employee performance in Kenyatta National Hospital is explained by the results. This means 26% is unexplained by the results. Adjusted R2 is a modified version of R2 that has been adjusted for the number of predictors in the model by less than chance. The adjusted R2 of 0.742 which is slightly lower than the R2 value is a precise indicator of the relationship between the independent and the dependent variable because it is sensitive to the addition of irrelevant variables. The adjusted R2 indicates that 74.2% of the changes in the employee performance in Kenyatta National Hospital is explained by the model and 26% is not explained by the results.

4.6.2 ANOVA

The F critical at 5% level of significance was 3.56. F calculated is greater than the F critical (value 16.478), this shows that the overall model was significant. The significance is less than 0.05, thus indicating that the predictor variables, explain the variation in the dependent variable which is employee performance in Kenyatta National Hospital. If the significance value of F was larger than 0.05 then the independent variables would not explain the variation in the dependent variable.
Table 4. 5: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>10.686</td>
<td>4</td>
<td>2.671</td>
<td>16.478</td>
<td>.000(b)</td>
</tr>
<tr>
<td>Residual</td>
<td>81.193</td>
<td>46</td>
<td>3.56</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>91.879</td>
<td>50</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant) customer focus, employee involvement, continuous improvement and top management commitment.
b. Employee performance in Kenyatta National Hospital

Multiple Regression Analysis

According to the equation, taking all factors (customer focus, employee involvement, continuous improvement and top management commitment) constant at zero, overall employee performance in Kenyatta National Hospital will be 5.674. The data findings also show that a unit increase in customer focus led to a 0.332 increase employee performance in Kenyatta National Hospital; a unit increase employee involvement lead to a 0.376 increase in employee performance in Kenyatta National Hospital; a unit increase in continuous improvement, led to 0.355 increases in employee performance in Kenyatta National Hospital and a unit increase in top management commitment led to a 0.398 increase in employee performance in Kenyatta National Hospital. This means that the most significant variable was top management commitment followed by employee involvement; continuous improvement and customer focus respectively.
Table 4.6: Multiple Regression Analysis

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>5.674</td>
<td>.984</td>
<td></td>
<td>8.110</td>
</tr>
<tr>
<td>Customer focus</td>
<td>.332</td>
<td>.117</td>
<td>.272</td>
<td>2.731</td>
</tr>
<tr>
<td>Employee involvement</td>
<td>.376</td>
<td>.165</td>
<td>.025</td>
<td>2.279</td>
</tr>
<tr>
<td>Continuous improvement</td>
<td>.355</td>
<td>.148</td>
<td>.256</td>
<td>2.399</td>
</tr>
<tr>
<td>Top management commitment</td>
<td>.398</td>
<td>.180</td>
<td>.275</td>
<td>2.211</td>
</tr>
</tbody>
</table>

The regression equation \( Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 \) was interpreted to mean

\[
Y = 5.674 + 0.332X_1 + 0.376X_2 + 0.355X_3 + 0.398X_4
\]

\( Y = \) Employee performance in Kenyatta National Hospital.

\( X_1 \) is Customer focus \( X_2 \) is Employee involvement, \( X_3 \) is Continuous improvement and \( X_4 \) is the Top management commitment.

The overall model as shown on Table 4.12 indicated that customer focus, employee involvement, continuous improvement and top management commitment were highly significant at \( p=0.004 \), \( p=0.002 \), \( p=0.003 \) and \( p=0.001 \) respectively.
Summary of Findings, Conclusions and Recommendations

Customer Focus

On Customer focus the study established that the hospital has a well-established customer relationship system; That Customer feedback is used in improving service quality; that Customers’ requirement is used to measure quality; that Customers’ needs and expectations are communicated in the company; that the customer care staff is well-trained to improve customer satisfaction; that the hospital keeps client data base and transactions confidential; that benchmarking assists the hospital to measure employee performance advancement.

Employee involvement

On employee involvement the study found that teamwork influences workers’ participation and work performance; that the hospital management embraces teamwork to better service quality; that the hospital involves its staffs in quality-related activities; that the hospital workers are willing to share their knowledge with each other; that the hospital provides an atmosphere of trust rather than resentment and punishment for employee failure; that employees are given recognition in their achievements that the hospital workforce is educated and trained regularly to enhance employee performance.

Continuous improvement

On Continuous improvement the study found that the management of this hospital undertakes self-evaluation of quality employee performance in service delivery; that the hospital management is in routine interaction with the clients and employees; that the organization regularly eliminates barriers to performance; that the organization has training policies for the workers; that the workforce is continuously trained to improve employee performance and customer satisfaction; that Kenyatta National Hospital measures its quality against other best quality practices; that the hospital conducts continuous improvement assessments in form of internal quality audits ISO certification requirements.

Top Management Commitment

On top management commitment the study established that there is an effective quality enhancement plan in the hospital; that the top management of KNH come up with clear quality
goals; that the quest for quality service is the obligation of the hospital’s top management; that the top management is committed to improvement of quality; that top management of the hospital dedicates resources to support service quality improvement; that the KNH management takes a leading role in supervising quality teams; that top management establishes trust as well as commitment to improving quality through eradicating fear; that employee they had confidence as well as trust in the hospital’s management.

Conclusion
The study concludes customer focus positively leads to employee performance in Kenyatta National Hospital that a clear patient focus strategy would entail best results in clinical care and patient satisfaction. Indeed, customer focus and retention is a vital strategy in an organization, and particularly of top priority in service firms. Producing high quality products and service to ensure customer satisfaction is highly important to a firm’s survival. Similarly, a focus on customers is not just a survey but a chain leading to continuous improvement through a long term planning strategy.

Having a customer focus encompasses the ways in which a public health agency or program listens to the voice of its customers, builds customer relationships, determines customers’ level of satisfaction, and uses customer information to identify and act on opportunities for improvement. While many public health agencies assess the satisfaction of their clients/customers, customer focus is not limited to customer satisfaction.

On employee involvement influences and employee performance in Kenyatta National Hospital. This study concludes that there is a strong, positive and significant relationship between employee involvement and employee performance. Overall, the relationship between the continuous improvement and employee performance in Kenyatta National Hospital was positive and significant. Continuous improvement and total quality management strategies go hand in hand, to achieve excellence and employee performance. The results revealed that continuous improvement of services including streamlined organization processes were the greatest beneficiaries of continuous improvement practices in the re Kenyatta National Hospital. Other organizational efficiency improvements were increased productivity as a result of zero defects and employees striving to do the right thing in the right manner resulting to fewer mistakes.
Total quality management strategies is a way of life for a public hospital. It has to be introduced and led by top management. This is a key point. Attempts to implement total quality management strategies often fail because top management doesn't lead and get committed - instead it delegates and pays lip service. Commitment and personal involvement is required from top management in creating and deploying clear quality values and goals consistent with the objectives of the public hospital, and in creating and deploying well defined systems, methods and performance measures for achieving those goals.

The study also found that top management in the Kenyatta National Hospital under study was willing to commit organizational resource in supporting total quality management. Results also indicated that institutional processes and procedures were standardized to meet total quality management requirements.

**Recommendation**

On the influence of customer focus on employee performance in Kenyatta National Hospital. The study recommends that it is important to understand what the customer needs and what their requirements are, so as to ensure total quality management. This can be done by way of interviews, surveys, focus groups, complaints, customer observations, or even expert groups (for example by talking to staff who provide the programs/products/services directly to the customers). The important thing is to identify and use this total quality management information. It is important to regularly gather this information because customer needs and requirements change over time. You use this information to inform how you measure what satisfies your customers and to understand what has changed.

On employee involvement and influences of employee performance in Kenyatta National Hospital. The study recommends employees to be assigned authority in their tasks and receive reward in case of successful performance. Suggestion systems should be established and individual employees should be allowed to participate (to propose) in cases related to their organizational unit beyond their tasks. When they propose useful suggestions, a proportionate reward should be given to them.

Kenyatta National Hospital as service organizations, the goal of sustained improvement should be to deliver value to the customer efficiently and enable people to contribute and lead to their fullest potential, firms should discover enhanced ways of working and connecting strategy, goals, and
meaningful purpose. Together, these form the continuous improvement system, an integrated approach that transforms the entire Kenyatta National Hospital from the front line to the executive, allowing it to renew itself continuously for lasting value.

From the study, it was evident that top management commitment positively affects employee performance in Kenyatta National Hospital. This study therefore recommends that employee performance in Kenyatta National Hospital as well as other organizations who are implementing TQM take strategic measures in ensuring top management participation and commitment to quality initiatives. This study further recommends that top managements commit themselves in providing leadership and key resources needed in total quality management.

REFERENCES


