**CHAPTER ONE: INTRODUCTION**

**1.1 Background of the study**

In pursuit of better employee performance and customer satisfaction, organizations are looking for and investing in strategies to enhance output. Heterogeneity being a key characteristic of services, service firms are determined to optimize their employees' output in order to ensure that their customers are always contented as a result of consuming quality delivered services (James and Mona, 2011). Service firms are thus implementing Quality Control (QC) in their operations so as to ensure that their employees always perform their tasks right the first time and that their customers' expectations are always met or exceeded after consumption of the firm's products or services.

Quality control techniques, their capabilities and limitations should never by themselves dictate the employees' performance. It is by weaving these quality control techniques into the fabric of the employees operations that a company can bring the most value from its employee performance as observed by Aquilano and Chase (1991). A service firm that therefore integrates quality control systems directly into its employees' operations stands the best chance to optimize its employee goals, and thus increase customer satisfaction. Therefore, the best model for better employee performance is to fully integrate all its quality control systems and its employees operations into one set of intimately linked processes.

With customers in the service market being not only cautious with the quality of products and services they consume, but also in the manner in which the latter is delivered, and them being also key participants in the delivery system of the service, organizations are forced to implement quality control techniques in their operations in order to assist and ensure that their employees perform their respective tasks the right way the first time. Quality control thus assists and ensures that the employees are able to meet or exceed their customers' expectations of the service or product by delivering the services or products effectively, that is in the quality expected by the customers (Aquilano and Chase, 1991).

**1.1.1   Quality Control**

Quality control is a procedure or set of procedures intended to ensure that a manufactured products or performed service adheres to a defined set of quality criteria or meets the

requirements of the customer (Oakland, 1986). According to Evans and Lindsay (2002), quality control is a management system for initiating and coordinating quality development, quality maintenance and quality improvement in various departments of design and manufacturing, for achieving the twin objectives of economical production and customer satisfaction.

In pursuit of efficiency in operational performance by organizations in terms of reduction of the total cost of quality, organizations recognize the need to implement quality control in their operations especially at the point of manufacture or operation, and not only at the final product or service stage. Organizations have it right to apply cost-effective control techniques to ensure that all goods and services are generated correctly the first time. The logic is not to ask whether the job has been done correctly, instead the prudent question to always ask first is: can we do the job correctly? (Oakland, 1986).

With increased competition and consumer awareness of quality, organizations are implementing quality control techniques in their operations to ensure that they perform their operations, production and delivery of their goods or services, correctly the first time. Examples of quality control techniques that can be implemented by organizations to ensure efficiency and effectiveness of its operations in terms of providing products and services that are dependable, satisfactory and economical, ensuring economic production of products and delivery of services of uniform quality acceptable to the customer, and preventing the occurrence of defect products or service, include; Quality at the source, Inspection, Statistical Quality Control (SQC), Quality Circle, and Total Quality Management (TQM) (Barnes, 2008).

### 1.1.2 Employee Performance

Effective performance management is designed to enhance performance, identify performance requirements, provide feedback relevant to those requirements and assist with career development (Ainsworth, Smith and Millership, 2008). The idea is that performance management is best served by developing a system that is interactive and capable of resolving performance related issues. Organizations make investments in their human capital to improve performance and target higher niches in the market through delivery of high quality services (Appelbaum, Bailey and Berg, 2000).Employee performance affects the overall performance of an organization and its bottom-line (Purcell and Hutchison 2007).

Employee performance is influenced by motivation. Armstrong (2009) points out that motivation is concerned with the strength and direction of behavior and the factors that influence people to behave in certain ways. Buchner (2007) points to control theory as a basis for critically assessing performance feedback provided through performance management. Stearns and Aldag (1987) define feedback as information that is received about activities in the organization. The information about activities is fed back to key decision makers who then use it to correct situations in the organization. On-going feedback and support are considered an absolute necessity though the extent to which it takes place is questionable (Coens and Jenkins, 2000). The annual appraisal remains the dominant mechanism whereby objectives are set and feedback is provided (Armstrong, 2009). In situations where performance is less than expected a reappraisal will allow employees to see how their performance is reviewed and what is required to engender improved performance (Williams, 2002).

### 1.1.3. Hospitality industry

Hospitality is the relationship process, presentation, formality and procedure experienced between a visitor/ customer/ guest and a host. It specifically includes the reception and entertainment of those who require or invited to experience an organization's service. Taking all this into account is in order so as to provide excellent customer service. The way in which different cultures and subcultures expect to be treated in terms of the hospitality offered wavers greatly and it is important that hospitality is measured in terms of what the customer expects as opposed to what the employees themselves expect (HYPERLINK www.blurtit.com, accessed on July 21, 2014).

According to the North American Industry Classification System (NAICS 2012), the hospitality industry is classified as part of the larger service-providing industry and is divided into two sectors: food and accommodation services and arts and entertainment. The hotel and restaurant industries are included within the food and accommodation sector. People who work at an amusement park are included within the arts and entertainment sector. Within the food and accommodation sector, there are two sub-sectors: accommodation and food services and drinking places. Establishments such as hotels, which provide customers with lodging, and places that prepare meals, snacks or beverages for immediate consumption are considered hospitality establishments. Job descriptions within the food and beverage hospitality industry include hotel,

motel and resort desk clerks, fast food cooks, restaurant cooks, waiters, waitresses and combined food preparation and serving workers (NAICS 2012).

### 1.1.4. The Hospitality industry in Kenya

The Kenyan hospitality industry evolved at the coast due to Arab traders and the railway line construction workers. Their presence necessitated the building of the first catering establishment at the coast which was known as the Grand Hotel of Mombasa built at the present site of Manor Hotel (Kamau and Waudo, 2012). After the country fell under the British colonization, there was need to access Uganda and the railway was constructed leading to more catering units being established along the railway line for the workers. By 1960, some hotels such as Norfolk had reached international five stars rating. Later in 1975, hospitality training was also started at Kenya Utalli College but as Mayaka (2005) reports, had a limited capacity. To supply the growing demand, there was proliferation of private and public universities and colleges which had a varied curriculum (Waudo, 2012).

Kenya has 485 licensed hotels of international standards to choose from. Kenya hotels present the most diverse range of accommodation to suit every taste. Class, elegance, ambiance and quality service are the major distinguishing factors of Kenya's hotels and game lodges (Kenya Space, 2008).

Kenya hotels are graded in accordance with the star classifications system. They range from the small town hotels to the five star town and beach hotels. The criteria for classification are complex but include the size and fittings in bedrooms, the extent of services, the quality of food, the available recreational facilities and the hotel's location (HYPERLINK www.safariweb.com, accessed on July 21, 2014).The Hotels & Restaurants Authority (HRA) under the Ministry of Tourism is charged with the responsibility of classification. This classification brings about categories such as 5 star, 4 star, 3 star approved with continuous control on the quality of services offered. Hotels can also be classified on the basis of nature which brings about categories such as heritage hotels, beach resort hotels, wild resort hotels, government approved hotels, residential hotels, and commercial hotels (Ng'ang'a, 2013).

### 1.1.5 Nairobi Intercontinental Hotel

The InterContinental Hotel Group began on 4th April 1946 when Pan American World Airways launched their international hotel brand: InterContinental Hotels with the first opening in Belém, Brazil (HYPERLINK www.ihg.com, accessed on July 21, 2014)

The InterContinental Nairobi is managed by the InterContinental Hotel and Resorts, a brand of the InterContinental Hotel Group. It began in 1969 when the main building was opened, which contained 210 rooms, followed by an extension of 222 rooms in 1978. The InterContinental Nairobi is rated as a five-star hotel that currently boasts of 380 guest rooms, 62 club rooms, 17 luxury suites, 9 meeting rooms, 3 restaurants and 3 bars. It was first refurbished in 1995, covering the initial 210 rooms with most recent refurbishment happening in 2007 which covered 151 rooms (Intercontinental hotel - Nairobi, Company Profile, accessed on July 21, 2014).

### 1.2 Statement of the Problem

Quality control costs a lot of money for the service industries as well as the government. Studies by Kellog et al (1997) have shown that service quality control has been receiving much attention because of its positive relationship to costs. It is therefore imperative to understand the context of quality in the hospitality industry and what its indicators are within individual organizations.

The challenges associated with implementing quality control are significant as the key to service quality is to meet or exceed consumer expectations. One problem with measuring customers' satisfaction is that there may often be discrepancies between the consumer's viewpoints and the provider's understandings of what constitutes quality service (Pariseau and McDaniel, 1997). Any differences between consumer viewpoints and the organization's perception of consumer viewpoints on quality are important to identify and determine the level and quality of the service provided (Douglas and Connor, 2003).

Previously scholars have tried to look at the link between quality management practices and organizational performance. Feng, Terziovski and Samson (2008) in their paper on the relationship of ISO 9001:2000 quality system certification with operational and business performance, examined manufacturing and service companies in Australia and New Zealand. The reports' central finding was that ISO 9001 certification has a positive and significant effect on operational performance, but a weak effect on business performance. The latter point lead the

report to conclude that ISO 9000 certification by itself does not lead to improvement in business performance, a commonly held view, but there are such a variety of factors on company performance. Waldman (1994) looked at the contributions of total quality management to a theory of work performance and found that the system was viewed as affecting performance by indirectly enhancing aspects of the person interacting with the person in terms of person/system fit, and constraining performance at lower hierarchical levels and in jobs lacking autonomy. He thus recommended that both person and system factors must be considered simultaneously when modeling the determinants of performance.

Locally, Sokoro (2012) researched on the factors that influence employee performance in Kenya Wildlife Services. He found that that both organization and individual factors affect the overall effectiveness of employee performance. The three biggest factors were organizational structure, an enabling work environment and incentives.

Quality Control is implemented by management and needs a solid organizational structure to support it. Previous studies have not focused on quality control methods and employee performance in the hospitality industry.  This study therefore seeks to find out how quality control methods impacts on employees performance within the hospitality industry in Kenya.

## 1.3 Research Objectives

The general objective of this study is to find out the impact of quality control on employees performance while the specific objectives of this study are:

1. To establish what methods of quality control are used by the InterContinental Hotel - Nairobi.

2. To assess the impact of quality control practices on employees performance in InterContinental Hotel - Nairobi.

3. To identify challenges involved in quality control implementation in InterContinental Hotel - Nairobi.

## 1.4. Value of the Study

This paper contributes towards building of literature on the relationship of quality control implementation and employees' performance especially on how to utilize QC techniques towards

improving employee performance which in turn leads to sustainable business firms that continue to play a key role in Kenya's economy.

Service firms, especially those in the hospitality industry, will make use of the findings of this research project in understanding the extent and relationship of QC implementation on their employees' performance.

This paper also seeks to advance the body of knowledge so that future managers build upon the concept of QC integration and employee performance. The result of the study puts forth a simple framework of QC solutions that enhance employee performance and explain why managers should consider their use.

Quality Control is a growing field of study that has not been widely looked into and therefore other researchers and academicians in institutions of higher learning will use the findings of this study to answer and gather more information or knowledge about QC implementation in service firm operations and its contribution to employee performance and the economy at large.

# CHAPTER TWO: LITERATURE REVIEW

## 2.1 Conceptual Literature Review

The concept of quality in hospitality is multi-dimensional, and is articulated differently by different scholars. The quality debate has evolved over the years, with various definitions of quality coined at each stage, and several models used to analyse quality (Ncube, 2004). This chapter therefore reviews the relevant literature relating to the concept of quality, the concept of quality control and methods of quality control such as statistical quality control, quality circles, inspection and total quality management. It also reviews employee performance management, employee job performance and finally, the relationship between the various methods of quality control and employee performance.

### 2.1.1 Concept of Quality

The most celebrated definition of quality is that given by the American Society for Quality, which is shared by the ISO 8402 (1986). These two organizations define quality as the totality of features and characteristics of a product or service that bear on its ability to satisfy given needs. Literature shows that the single factor affecting a business competitive ability is the quality of its products and services, relative to those of competitors (Meredith, 1992). According to Meredith (1992), quality products or services leads to more customer satisfaction; enhances the reputation of the firm; protects the firm from competition; minimizes health and safety liabilities and risk; improves worker moral; reduces scrap and waste; smoothens work flow; improves control and reduces a variety of costs.

Quality standards have commonly been written for all work processes. They have emerged as a key element to identify the success of a project in that they are written for all project management processes, tools and templates. However, the current trend is that quality standards are being written for all job role functions so that everyone knows not only what is expected of them, but exactly what quality standards they must adhere to. These quality standards will be used in their performance reviews to identify whether or not their performance adhered to the agreed-upon quality standards for work performance (HYPERLINKwww.bia.ca, accessed on August 14, 2014).

## 2.1.2 Quality Control

In the current world of continually increasing global competition it is imperative for all manufacturing and service organizations to improve the quality of their products. The quality of a product or service has always been of interest to both the provider and the customer. In fact, as Duncan (1986) states in the first line of his book, "Quality Control is as old as industry itself."(page221). In the ages before the industrial revolution, good craftsmen and artisans learned quickly through intimate contact with their customers that quality products meant satisfied customers, and satisfied customers meant continued business. However, with the industrial revolution came the mass production of products by people who rarely interacted with customers (Juran, 1999). As a result, although costs decreased, the emphasis on quality also decreased. In addition, as the products made and the services provided became more complex, the need for a formal system to ensure the quality of the final product and all its components became increasingly important.

In modern firms, the quality of their products is dependent on a number of factors such as the organization and control of the firm's employees, and more technical concerns like the quality of design and the quality of production. The concept of quality is not limited to products, but also incorporates the productive, organizational and design functions that may be associated with a particular product or service, as well as the people that are involved in these processes. Quality can therefore be identified as a management function because it needs to be planned, implemented, monitored and improved (Shuurman, 1997).

From a technical perspective, true progress toward improving and monitoring quality on a mass scale did not begin until the advent of statistical quality control usually called Statistical Process Control, or SPC. SPC was first introduced in the 1920s by the inspection department at Bell Telephone Laboratories led by Walter A. Shewhart, Harold F. Dodge, Donald A. Quarles, and George D. Edwards (Steiner, 1994). Statistical Process Control (SPC) refers to the statistical techniques used to control or improve the quality of the output of some production or service process. Interest in quality has recently been growing rapidly in North America in response to the obvious success of the Japanese quality initiative started in the 1950s. Many SPC techniques, especially control charts, were used in most manufacturing environments. Although service

industries had been slower to adopt SPC, mainly due to difficulties in measuring quality, the increased use of SPC in the service sector has been a growing trend.

### 2.1.3. Methods of Quality Control

Barnes (2008) identifies various tools and factors that are necessary in order to use to control quality in the operations of either manufacturing or service organisations. They include:

### 2.1.3.1 Statistical Quality Control

Saleemi (2009) defines Statistical Quality Control (SQC) as the technique which uses statistical methods to control the quality of goods manufactured. Gupta (2004) points out that Statistical Quality Control is one of the more useful and economically important tools in applications of the theory of sampling in the industrial field.

Statistical Process Control has been formally defined as a methodology for monitoring a process to identify special causes of variations that signals the need to take corrective action when it is appropriate (Evans and Lindsay, 2005). This is one of the techniques that are used to monitor manufacturing processes and providing feedback that is used to maintain and improve the capability of the process and to ensure product conformance. In both cases, SPC and SQC, the goal is to help a process to ensure that there are no unpredictable swings in product output in terms of quantity and quality. They both aim at meeting customers' expectations by providing use of statistical principles and techniques to improve productivity and quality in the industry. In SQC, samples are taken from the production line, tested, weighed or measured as the case may be and statistical test applied to see whether the process is performing satisfactorily or not.

### 2.1.3.2 Quality Circles

A Quality Circle (QC) is a team of up to 12 people who usually work together and who meet voluntary on a regular basis to identify, investigate, analyze and solve their work related problems (The Department of Trade and Industry, UK, 1992; Millson and Kirk- Smith, 1996; and Davis *et al,* 2003). These people are trained to structure problem identification, evaluation, and solution and presentation stages and to use associated techniques such as Ishikawa's seven tools-process flowcharting, histograms, check sheets, Pareto analysis, cause and effect diagrams and control charts (Stevenson, 2007).

According to Konidari and Abernot (2006), and Stevenson (2007), among the potential advantages of QCs include: increased self- confidence for both workers and staff, improved quality of product, staff are better motivated in QCs departments, staff are more productive in QCs departments, customers are happier at QCs departments, saved time on operational matters, saved money, increased staff satisfaction, increased empowerment, reduced the number of errors in the department, improved the work environment, increased the work accountability, improved organizational climate, improved the work integrity, improved the management style and improved staff awareness of organizational goals, meeting customer expectations and increased workers satisfaction.

Review of the literature reveals that the successful implementation of QCs programs requires commitment and support from top management, commitment and support from middle and first-line managers, circles members training involvement and support of employees, circles leaders training, and organizational stability (Pennington and Hamersley, 1997; French, 1998; Goh, 2000; Davis *et al*, 2003; Stevenson, 2007). Although advantages of QC implementation are inspiring, possible negative repercussions may occur. Various writers (e.g., Millson, and Kirksmith, 1996; Goh, 2000, Canel and Kadipasaoglu, 2002,  Konidari and Abernot, 2006, Slack et al, 2006) have claimed that lack of support from top management, lack of involvement from employees, lack of members experience with QCs, poor training/education on QCs, lack of financial and morale extrinsic rewards, lack of cooperation from line supervisors, circle members disillusioned with QCs philosophy, delay in responding to QCs recommendations, circles leaders take long time to organize meeting and high labour turnover (transfers, promotions, retirements, etc)  present obstacles to the successful implementation of QCs programs.

### 2.1.3.3 Inspection

According to ISO 8402:1986, inspection can be defined as activities such as measuring, examining, testing, gauging one or more characteristics of a product or service and comparing these with specified requirements to determine conformity. It involves the examination, measurement and testing of the characteristics of a product or service and the comparison to specified requirement and to access if the characteristics conform to specified requirement (Dale et al. 1994). Inspection is an efficient and effective way of discovering defects in services and products. According to Deming (1986), inspection with the aim of finding bad product and

throwing them out is too late, ineffective and costly. Quality is therefore seen to emerge from the improvement in the process rather than inspection.

## 2.1.3.4 Total Quality Management

According to Hellsten and Klefsjö (2000), TQM can be defined as a management system which consist of interdependent unit namely core values, techniques such as process management, benchmarking customer focused planning or improvement teams and tools such as control charts. Dahlgaurd, Kristensen and Kanji (1999) saw TQM as a corporate culture that is characterised by increased customer satisfaction through continuous improvement involving all employees in the organisation.

Oakland (1989), noted that for an organisation to be truly effective each part of it must work properly together towards the same goal, recognising that each person and each activity affects and in turn is affected by each other. TQM is applicable to any organisation irrespective of size or motives as noted by Choudhary et al (2013). It adopts the participative approach which aims at improving the competitiveness, effectiveness and flexibility of the entire organisation. The central concept of TQM has to do with the achievement of quality standard in products and services. This achievement is possible through effective communication anchored on modern communication technology.

## 2.1.4 Employee Performance Management

Noel et al., (2004) states that performance management is the process through which managers ensure that the employees' activities and outputs contribute to the organization's goals. Brown (2005) notes that performance management is introduced in order to: provide information on and improve organizational and/or employees' effectiveness, provide information on and improve organizational and/or employees' efficiency, improve employees' levels of motivation, link employees' pay with perceptions of their performance, raise levels of employee accountability and align employees' objectives with those of the organization as a whole (Brown, 2005).

Armstrong and Baron, (1998) report has set out criteria for performance measurement. Performance measures should provide a sound basis for feedback and actions, be comprehensive and precise, be verifiable, focused on measurable outputs, be relevant to objectives and be related to strategic goals and measures that are organizationally, significant and drive business

performance. These criteria can be operationalised through tools such as performance and development reviews, learning and development through coaching of employees and setting of performance standards that are related to the strategic goals of the organisation (Essays, UK, 2013).

Employee performance measurement has greatly been developed in the performance management literature (VanDyk and Herholdt 2004, Robbins 2003, Mello 2006, and Koestenbaum 2002). Mello (2006) identifies three fields of performance that need to be evaluated during performance management, namely traits-based measures, behaviour-based measures as well as outcomes and results-based measures. He explains that traits-based measures focus on general abilities and characteristics of the employee and behaviour-based performance measures as those measuring what an employee does by observing and analysing specific behaviour of the employee. Koestenbaum (2002) points out that such cultural fit implies loyalty and commitment to the organisation. The third measure is that of outcomes or results produced by the employee, and these, are the measures that focus on specific accomplishments or direct outcomes of an employee's work. Examples include measures of number of units sold, divisional profitability, cost reduction, efficiency, and quality.

### 2.1.5 Employee Job Performance.

Campbell *et al* (1993) defines performance as behavior. It is something done by the employee. This concept differentiates performance from outcomes. Outcomes are the result of an individual's performance, but there are more factors that determine outcomes than just an employee's behaviors and actions. Performance does not have to be directly observable actions of an individual. It can consist of mental productions such as answers or decisions. However, performance needs to be under the individual's control, regardless of whether the performance of interest is mental or behavioural. Another key feature of job performance is that it has to be goal relevant. Performance must be directed toward organizational goals that are relevant to the job or role. Therefore, performance does not include activities where effort is expended toward achieving peripheral goals. (Campbell *et al,* 1988).

Campbell (1990) suggested determinants of performance components. Individual differences on performance are a function of three main determinants: declarative knowledge, procedural knowledge and skill, and motivation. Declarative knowledge refers to knowledge about facts,

principles, ideas, objects, etc. It represents the knowledge of a given task's requirements. If declarative knowledge is knowing what to do, procedural knowledge and skill is knowing how to do it. For example, procedural knowledge and skill includes cognitive skill, perceptual skill, and interpersonal skill.

The third predictor of performance is motivation, which refers to a combined effect from three choice behaviors- choice to expend effort, choice of level of effort to expend, and choice to persist in the expenditure of that level of effort (Campbell, 1990.) It reflects the direction, intensity, and persistence of volitional behaviors. Campbell (1990) emphasized that the only way to discuss motivation as a direct determinant of behavior is as one or more of these choices.

Campbell (1990) also mentioned performance parameters that may have important implications for the job performance setting. They are: The distinction between speed and accuracy. This distinction is similar to the one between quantity and quality (Lawler, 1973).Important questions that should be considered include: which is most valued by the organization, maximized speed, maximized accuracy, or some balance between the two? What kind of tradeoffs should an employee make? The latter question is important because speed and accuracy for the same task may be independent of another. The second distinction is between typical and maximum performance. Regular work situations reflect varying levels of motivation which result in typical performance. Special circumstances generate maximum employee motivation which results in maximum performance (Sacket, Zedeck and Fogli, 1988).

Ainsworth et al (2008) have pointed out that three elements must be conducive to doing the things required of an employee: the physical environment –tools and the workplace physical conditions; the human environment- group factors such as compatibility, team cohesiveness and leadership factors; the organization-clarity of structure, systems, communication of priorities and emphasis and the workplace culture. Landy and Conte (2007) point out that the extent to which an individual worker has control over certain measures of performance is often overlooked when considering employee work performance. They argue that the actual design and work flow process can substantially affect an individual work's potential work output.

## 2.2. Empirical Studies on effect of Quality Control on Employees Performance

Chaudhary and Yadav's (2012) study focused on the impact of quality circle towards employees & organization. Employee's attitude towards participative management was also discussed in detail through the case study. The results and findings showed that Quality Circles resulted in drastic reduction in wastage, considerable increase in average saving, minimizing financial losses, and increased employee's motivation. It also found that Quality Circles aided in individual as well as group development by bringing out hidden capabilities of the employees, their change in attitude, skill development & good team relationship. The study also found that significance and perception of training with good leadership qualities are the biggest cause of success of quality circle in any organization. This study also revealed that positive attitude was developed, leading to overall improvement in organizational culture as well as performance of employees.

Benson and Saraph et al. (1991) established seven factors of QM and paved the frame work for how to "best cut the TQM cake" into factors or elements. Black and Porter (1996) conducted factor analysis on a questionnaire administered to quality practioner, to establish the list of ten factors that are described as critical to TQM. Studies also reflect that several frameworks have defined these critical factors/constructs as "TQM elements" and "TQM measures". Wali, Deshmukh, and Gupta (2003) in their study of critical factors of quality practices defined top management support as main driver for QM implementation for creating the values, defining the organizational goals to satisfy the customers. In many studies, customer satisfaction is consented as second most important factor which provides the measures for organizational efforts and effectiveness.

In past, while comparing the several TQM frameworks, Mohanty and Lakhe (2006) mentioned about the success and failure of TQM implementation in firms, is dependent on "hard" and "soft" elements; which are nothing but "critical success factors" of QM and quality practices. Khond and Dabade (2004) have stated that, a TQM programme would lead to a continuous improvement culture. Elements of TQM can be grouped into two dimensions – 'management system' or 'soft' part and 'technical system' or 'hard' part. Without both elements, TQM would not be successful. Sila and Ebrahimpour(2002) have analysed and compared 76 empirically validated TQM factors and their impact on various performance measures across countries. The

findings showed that top management commitment and leadership, customer focus, information and analysis, training, supplier management, strategic planning, employee involvement, human resource management, process management, teamwork, product and service design, process control, benchmarking, continuous improvement, employee empowerment, quality assurance, social responsibility, and employee satisfaction were the most commonly extracted factors.

## 2.3 Summary of Literature review

In the literature search it became apparent that there are gaps in the literature including the specific links between Quality Control and Employee Performance; and the links between these two with the hospitality industry. It is these areas that shall be examined in the primary research. Following the literature review undertaken, the decision is to focus the research on the pivotal question of whether there is any relationship between the nature of quality control, including its process and content and employee performance. In doing so, the aim is to provide a clear motivation for subsequent research. Bearing in mind that it is the independent variable for the study, it is essential to build a model of the QC process.

## 2.4 Conceptual Framework

Employees in a firm are required to generate a total commitment to desired standards of performance to achieve a competitive advantage and improved performance for sustaining that competitive advantage at least for a prolonged period of time, if not forever. Quality Control application enhances efficiency and effectiveness in employee performance, by enabling employees perform their respective tasks right the first time. Optimal employee performance thus, is dependable on the quality control techniques implemented by the firm.

This session will thus, present a research framework that will be used to explore the direct relationship between the various QC methods and employees performance in Nairobi Intercontinental Hotel. To implement this study various dependent and independent variables are defined for this model. The independent variable is quality control methods and the dependent variable is employee's performance.
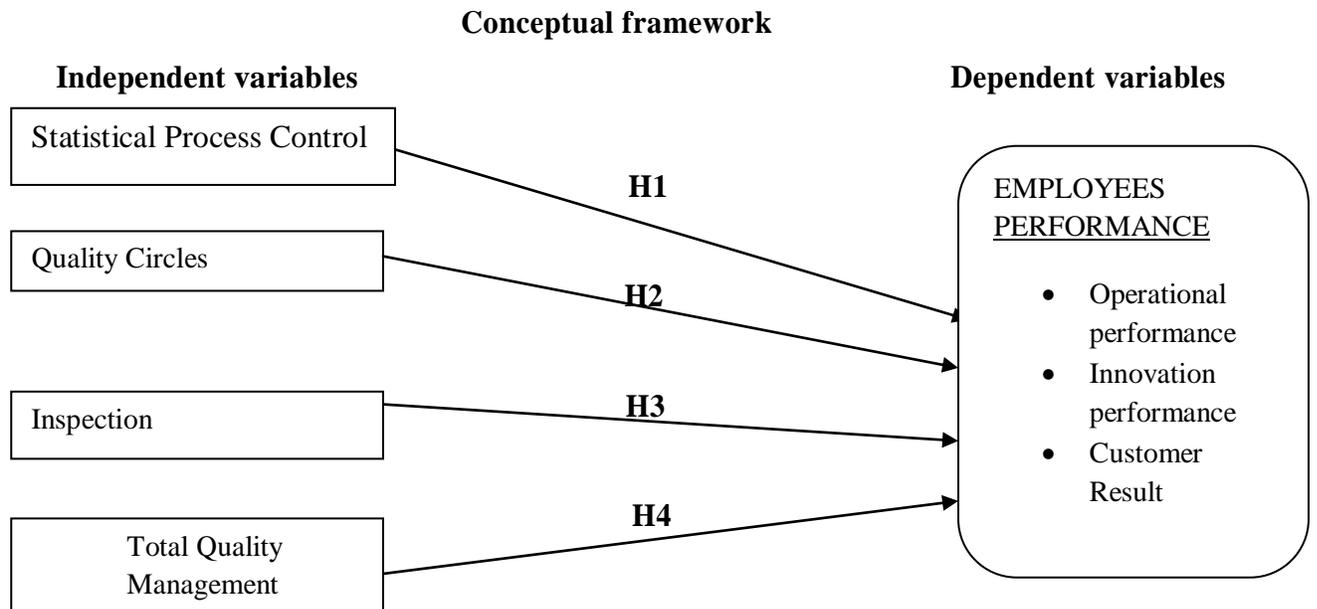
**Conceptual framework**

**Independent variables**

**Dependent variables**



**Figure1:** Proposed research model of relationship between Quality Control and employees performance.

**Source: Author (2014)**

From the above research model, we propose the following hypotheses: there exists a positive relationship between statistical quality control and overall employee performance, there exists a positive relationship between quality circles and employee performance, there exists a positive relationship between inspection and employee performance, there exists a positive relationship between total quality management and employee performance.

# CHAPTER THREE: RESEARCH METHODOLOGY

## 3.1 Introduction

This chapter presents the procedures and the methods the researcher employed to carry out the study. The section comprises of the research design, target population, sample and sampling procedures, data collecting instruments and procedures and methods of data analysis.

## 3.2 Research Design

The research was approached as a cross-sectional survey, which was used as it enabled the researcher to provide a holistic, in-depth insight and generalized understanding of the impact of quality control methods on employee performance at the InterContinental Hotel - Nairobi. The benefit of a cross-sectional study design is that it allows researchers to compare many different variables in existence at a given point in time in a population.

## 3.3 Target Population

The total population of employees at Intercontinental Nairobi is 500. The researchers only focused their studies in Human Resource, Sales and Marketing and Room Operations departments which consists of 60 permanent employees in the Hotel. This was because these three units function directly affects employee's performance, quality output of customer service, and perception of quality expected by customers. The total target population was as follows:-

**Table 3.1 Target Populations, Intercontinental Hotel – Nairobi,**

| Category | Population Size | Cumulative Percentage |
|---|---|---|
| Human Resource | 4 | 7 |
| Sales and Marketing | 20 | 33 |
| Room  operation | 36 | 60 |
| **Total** | **60** | **100** |

Source: InterContinental Hotel (August 21, 2014)

## 3.4 Data collection

The researchers used questionnaires to collect primary data from the respondents using closed ended questions which gave the researchers a chance to get specific answers towards their research. The questionnaire was be administered to the respondents through the hotel's Human Resource Department and collected after two days using the drop – and – pick method. The questionnaire was divided into three parts. Part one captured general information about the respondents' organization, respondents' current job position and length of service in that function among other information. Part two captured information in relation to quality control practices and their impact on employee performance. Part three focused on finding out the challenges faced with implementing these methods of quality control.

## 3.5 Data analysis

Descriptive statistics was used to analyse objective 1, giving Percentages and frequencies to the data. Data presented helped to explain the degree of existence of various methods of quality control, which was presented using frequency tables and charts.

In objective 2, dataset of the variables was analysed using both Regression and Correlation analysis and descriptive statistic that was able to determine the relationship between specific method of quality control and its impact on employee performance. Analysis involved identifying the relationship between the dependant variable and one or more independent variables using multiple linear regression equation as $Y = b_0 + b_1 + b_2 + b_3 + b_3 + x_4$. Where: $Y =$ Employee Performance, $b_0 =$ constant, $b_1 =$ Statistical Quality Control, $b_2 =$ Quality Cycle, $b_3 =$ Inspection and $b_4 =$ Total Quality Management

In addition, Descriptive statistics was also used to analyse objective 3. This helped to determine the challenges associated with implementation of quality control methods.

# CHAPTER FOUR: ANALYSIS AND INTERPRETATION OF DATA

## 4.1 Introduction

This chapter contains summaries of data analysis, findings and interpretations. In the study, the researcher targeted 60 respondents. Out these 56 questionnaires were returned fully filled. This represents 93.3 per cent of the targeted population. This is in line with the findings of Coopers & Schindler (2000) who said that a questionnaire response rate of at least 75% is adequate for a study to continue.

## 4.2 Demographic characteristics of the respondents

The study investigated the demographic characteristics of the respondents such as age, gender, education levels and the departments they worked in presented the results in Table 4.1 below.

**Table 4.1: Demographic characteristics of the respondents.**

|  | Description | Frequency | Percent | Cumulative Percent |
|---|---|---|---|---|
| Age | 18-25 Years | 22 | 39.3 | 39.3 |
|  | 26-35 Years | 29 | 51.8 | 91.1 |
|  | 36-45 Years | 5 | 8.9 | 100.0 |
| Gender | Male | 27 | 48.2 | 48.2 |
|  | Female | 29 | 51.8 | 100.0 |
| Education | High School Level | 15 | 26.8 | 26.8 |
|  | Above High School Level | 41 | 73.2 | 100.0 |
| Departments | Sales and Marketing | 31 | 55.4 | 55.4 |
|  | Human Resource | 19 | 33.9 | 89.3 |
|  | Room Operations | 6 | 10.7 | 100.0 |

Source: Field data October, 2014

In the analysis, the researchers found that 8.9 per cent of the respondents were aged between 36-45 years, 39.3 per cent of the respondents were aged between 18-25 years, while majority of 51.8 per cent were between the ages of 26-35 years. In respect to gender, it was observed that 48.2 per cent of the respondents were male while the remaining 51.8 were female respondents, as seen in Table 4.1.

It was observed that 26.8 per cent of the respondents attained a High School level of education while the remaining 73.2 per cent attained above high school level of education. When asked the departments under which they serve, it was observed that 55.4 per cent were under Sales and Marketing, 33.9 per cent were under Human Resource while the remaining 10.7 per cent were serving under Front Office department, as seen in Table 4.1

**4.3 Quality Control methods used in Intercontinental Hotel - Nairobi**

The first objective of the study was to establish what methods of quality control are used by the Nairobi Intercontinental Hotel. The Quality Control Methods that were explored were Statistical Quality Control, Quality Circles, Inspection and Total Quality Management. The results are shown in Figure 1.

**Figure 4.1: Quality Control Method applied**
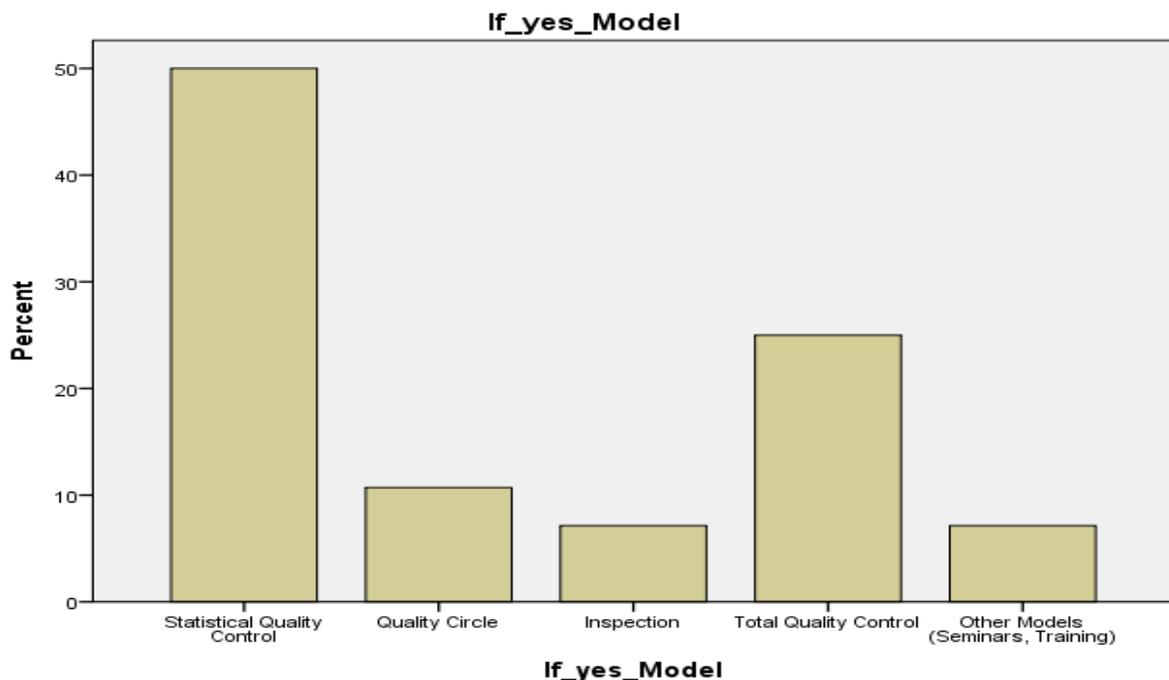


Source: Field data October, 2014

It was observed that 50 per cent of the respondents reported that the Hotel uses Statistical Quality Control, followed by 25 per cent of the respondents who indicated that Total Quality Control was used. 10.7 per cent of the respondents indicated that Quality Circles while inspection and Other Models (Seminars, Training) each had 7.1 per cent of the respondents establishing that they were used by the Intercontinental Hotel - Nairobi.

## 4.4 Impact of Quality Control Methods on Employee Performance.

The second objective of the study was to assess the impact of quality control practices on employee performance in Intercontinental Hotel - Nairobi.

### 4.4.1 Inferential Statistics

The study in this section sought to answer objective two; to assess the impact of quality control practices on employees' performance in Intercontinental Hotel - Nairobi. The study conducted regression analysis in order to determine the relationship between the variables.

### 4.4.1.1 Reliability Test

The study used Cronbach statistics to test for reliability. In Cronbach, any alpha of more than 0.7 shows that data was reliable. The findings are presented in the table below.

**Table 4.2: Reliability Statistics**

| Cronbach's Alpha | No of Items |
|---|---|
| 0.852 | 5 |

Source: Field data October, 2014

The findings shows Cronbach alpha of 0.852 which is more than 0.7 indicating that the tool was reliable.

**4.4.1.2 Correlation Analysis**

The Pearson product-moment correlation coefficient measures the strength of a linear association between two variables. Table 4.3 presents Pearson Correlation coefficients.

**Table 4.3.: Correlation Analysis**

|  | **Performance** | **Ins** | **TQM** | **SQC** | **QC** |
|---|---|---|---|---|---|
| Performance | 1 |  |  |  |  |
| Ins | .211 | 1 |  |  |  |
| TQM | .169 | .412 | 1 |  |  |
| SQC | .769 | .300 | .191 | 1 |  |
| QC | .321 | .512 | .235 | .432 | 1 |

Source: Field data October, 2014

From the table above all the predictor variables were shown to have a positive association between them; with the strongest (0.769) being indicated between performance and SQC, while the weakest (0.169) between performance and TQM.

**4.4.1.3 Regression Analysis**

**Model Summary**

Analysis in table below shows that the coefficient of determination R-squared equals 0.734 that is, inspection, total quality management, statistical control and quality cycles explain 73.4 percent of employee performance.

**Table 4.4: Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .857a | 0.734 | 0.643 | 1.406948 |
| a Predictors: (Constant), Ins, TQM, SQC, QC | | | | |

Source: Field data October, 2014

The findings were verified through ANOVA statistics which gave a p-value of 0.006 as shown in Table 4.5 below.

**Table 4.5: Analysis of Variance (ANOVA)**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 1.155 | 4 | 1.052 | 4.744 | 0.006a |
| | Residual | 0.878 | 5 | 0.93 | | |
| Predictors: (Constant), Ins, TQM, SQC, QC | | | | | | |
| Dependent Variable: Employee performance | | | | | | |

Source: Field data October, 2014

Table 4.6 presents coefficients of the regression equation

**Table 4.6: Coefficients of regression equation**

| Model | | Unstandardized Coefficients | | t | Sig. |
|---|---|---|---|---|---|
| 1 | | B | Std. Error | | |
| | (Constant) | 0.694 | 0.039 | 3.218 | 0 |
| | Ins | 0.423 | 0.198 | 4.156 | 0 |
| | TQM | 0.302 | 0.099 | 3.050 | 0 |
| | SQC | 0.705 | 0.756 | 0.932 | 0 |
| | QC | 0.573 | 0.352 | 1.625 | 0 |
| a Dependent Variable: Employee Performance | | | | | |

Source; Field data October, 2014

From these findings, it can be noted that innovation, total quality management, statistical control and quality cycles relate to employee performance, where a significant increase in each of these influences employee performance in Nairobi Intercontinental Hotel.

The regression model was: $Y = b_o + b_1SQC + b_2QC + b_3I + b_4TQM$

Where: Y = Employee Performance

SQC = Statistical Quality Control

QC = Quality Cycle

Ins = Inspection

TQM = Total Quality Management

The established multiple linear regression equation becomes:

$Y = 0.694 + 0.705SQC + 0.573QC + 0.423I + 0.302TQM$

Where

Constant = 0.694, shows that if Inspection, total quality management, statistical control and quality cycles = 0, then employee performance would be 0.694

SQC= 0.705, shows that one unit change in SQC results in 0.705 increase in employee performance.

QC= 0.573, shows that one unit change in QC results in 0.573 increase in employee performance.

Ins = 0.423, shows that one unit change in innovation usage results in 0.423 increase in employee performance.

TQM= 0.302, shows that one unit change in TQM results in 0.302 increase in employee performance.

## 4.4.2.; Descriptive Statistics

The study examined quality control methods used in the Intercontinental Hotel - Nairobi using 5 point Likert scale questionnaire presented to the respondents. The respondents were to state to what extent they strongly agreed, agreed, neutral, disagreed and strongly disagreed to the statements made. The response were given different scores as follows, strongly agree had a score of 5, agree had a score of 4, neutral had a score of 3, disagree had a score of 2 and strongly disagree had a score of 1. For each of the questions explored in the quality control methods, the scores of the responses were summed up and divided by the total number of respondents to give a mean score of the response; a standard deviation of the responses were computed to give a standard error of the response. A mean score greater than 3.5 meant that the method of quality control had an impact on this element while a mean score less than 2.5 meant that the element was not affected; on the other hand a mean score between 2.5 and 3.5 meant that the respondents were neutral on whether or not the element was impacted by the method of quality control.

**Table 4.7: Descriptive Statistics**

| Methods of Quality Control | Mean | Standard deviation |
|---|---|---|
| Employee performance | 4.352 | 0.491 |
| Statistical Quality Control | 4.684 | 0.57 |
| Quality Cycles | 4.592 | 0.615 |
| Inspection | 4.175 | 0.924 |
| Total Quality Management | 3.833 | 1.012 |

From the findings, employee performance had a mean of 4.352, statistical quality control (4.684), quality cycles (4.592), inspection (4.175) and total quality management had a mean score of 3.833.

**4.4.2.1; Statistical Quality Control**

Statistical Quality Control as a method of Quality Control was examined using the three elements as shown in Table 4.2 below:

**Table 4.8 Statistical Quality Control**

| Elements under Statistical Quality Control | Mean | Standard error |
|---|---|---|
| Customers are served within a specified time period | 4.789 | 0.418 |
| Employees serve customers in exact same manner | 4.708 | 0.485 |
| Facilities are standardised offering same service to every customer | 4.684 | 0.582 |

Source: Field data September, 2014

From the findings in table 4.2, all elements of Statistical Quality Control had mean scores greater than 3.5 indicating that Statistical Quality Control has an impact on employee performance. The element that was greatly impacted was customers being served within a specified time period (mean score of 4.789), followed by employees serving customers in exact same manner (mean score of 4.708), and facilities being standardised to offer same service to every customer (mean score of 4.684).

**4.4.2.2; Quality Circles**

In relation to Quality Circles, three elements were observed as presented in table 4.9 below.

**Table 4.9; Quality Circles**

| Elements under Quality Circles | Mean | Standard error |
|---|---|---|
| Quality Circles help reduce mistakes from being repeated | 4.578 | 0.692 |
| Quality Circles helps ensure that customers are satisfied | 4.157 | 0.764 |
| Quality Circles helps you perform your job as described | 4.515 | 0.252 |

Source: Field data September, 2014

From the findings in table 4.9, all the elements had mean scores greater than 3.5 indicating that Quality Circles have a large impact on employee performance at the Nairobi Intercontinental Hotel. The standard errors were also less than 2, implying that the data was able to explain a significant proportion of the findings. The element employee performance that was greatly impacted by Quality Circles was reducing mistakes from being repeated (mean score of 4.578), followed by performance of the job as per job description (mean score of 4.515), and lastly ensuring that customers are satisfied (mean score of 4.157).

**4.4.2.3; Inspection**

The study explored the impact of inspection on employee performance in Nairobi Intercontinental Hotel and presented the findings in table 4.10 below.

**Table 4.10; Inspection**

| Elements under Inspection | Mean | Standard error |
|---|---|---|
| When work is inspected errors are reduced | 4.157 | 0.367 |
| Customers frequently have complaints over service | 3.631 | 1.06 |
| I believe inspection makes my performance better | 3.578 | 1.118 |

Source: Field data September, 2014

From the results in table 4.10 all the elements analysed in respect to inspection had a mean score greater than 3.5 indicating that they were impacted by inspection in the performance of their duties. The element that was largely impacted was reduction of errors (mean score of 4.157) followed by frequency of customer complaints (mean score of 3.631) and lastly improvement of overall performance had a mean score of 3.578.

**4.4.2.4; Total Quality Management**

The study explored how aspects of employee performance were affected by Total Quality Management and presented the findings in table 4.5 below.

**Table 4.11: Total Quality Management**

| Elements under TQM | Mean | Standard error |
|---|---|---|
| Services are offered without the need to repeat | 4.157 | 1.213 |
| Employees suggest ways of performing tasks | 4.105 | 1.048 |
| You are satisfied with training given to enhance job performance | 3.842 | 0.898 |
| Managers give examples of what is expected | 3.578 | 1.07 |

Source: Field data October, 2014

From the findings in table 4.11, all the elements under total quality management had a mean scores greater than 3.5. The element that was largely impacted was reduction of the need to repeat (mean score of 4.157), followed by employees being involved in suggestion of new ways to perform their duties (mean score of 4.105), then satisfaction with training offered (mean score of 3.842) lastly management leading by example had a mean score of 3.578.

**4.5 Ranking of methods of Quality Control used at the Intercontinental Nairobi Hotel**

The study did an overall rating of the methods of Quality Control i.e. Statistical Quality Control, Quality Circles, Total Quality Management and Inspection. Table 4.6 shows the results of the rankings.

**Table 4.12: Methods of Quality Control**

| Methods of Quality Control | Mean | Standard error |
|---|---|---|
| Statistical Quality Control | 4.684 | 0.57 |
| Quality Circles | 4.592 | 0.615 |
| Inspection | 4.175 | 0.924 |
| Total Quality Management | 3.833 | 1.012 |

Source: Field data October, 2014

The method of quality control that had the greatest impact on employee performance was Statistical Quality Control with a mean score of 4.684; the second was Quality Circles with a mean score of 4.592. The third was Inspection with a mean score of 4.175 and the last was Total Quality management with a mean score of 3.833.

## 4.6 Challenges facing implementation of methods of Quality Control

The third objective of the study was to identify challenges facing the implementation of quality control in Nairobi Intercontinental Hotel. For each of the questions explored in the challenges, the scores of the responses were summed up and divided by the total number of respondents to give a mean score of the response; a standard deviation of the responses were computed to give a standard error of the response. A mean score greater than 3.5 meant that the aspect was a challenge while a mean score less than 2.5 meant that the aspect was not a challenge; on the other hand a mean score between 2.5 and 3.5 meant that the respondents were neutral on whether or not the aspect was a challenge. Table 4.13 below shows the results of the findings.

**Table 4.13 Challenges of implementation of the Quality Control Methods**

| Challenges facing implementation QC methods | Mean | Standard error |
|---|---|---|
| Employees are kept updated with changes in job skills & job designs | 1.631 | 1.11 |
| Management is supportive of these employee meetings. | 2.0 | 0.745 |
| Employees co-operate to find solutions to work problems. | 1.578 | 1.017 |
| Employees are involved in the inspection of their work | 2.157 | 0.958 |
| Performance is properly measured in InterContinental Hotel -Nairobi? | 2.947 | 1.078 |
| Adequate reward is received upon good performance | 2.263 | 0.871 |

Source: Field data October, 2014

From the results in table 4.13, the study established that employees not being kept updated with changes in job skills and design were not a challenge as the mean score was 1.631. The study also examined if lack of management support to quality circle meetings was a challenge. The mean of the response was 2.0 meaning that this was not a challenge. The study explored if lack of co-operation between employees to find solutions to their work problems was a challenge. The mean score was 1.578 meaning that the respondents were of the view that lack of co-operation between employees was not a challenge at the Nairobi Intercontinental Hotel.

The study examined if employees not being involved in the inspection of their work was a challenge. The mean score was 2.157 indicating that the respondents were of the view that an employee not being involved in the inspection of their work was not a challenge. The study explored whether performance was properly measured at the Nairobi Intercontinental Hotel. Since the mean score was 2.947, it meant the respondents were unsure of whether performance was properly measured.

The study finally examined if rewards being received upon good performance was a challenge. The mean response was 2.263 meaning that the respondents were of the view that adequate reward being received upon good performance was not a challenge at the Nairobi Intercontinental Hotel.

# CHAPTER FIVE: SUMMARY, DISCUSSIONS, CONCLUSIONS

# AND RECOMMENDATIONS

## 5.0 Introduction

This chapter presents a summary of the findings, draws conclusion based on the three specific objectives of this study which were to establish what methods of quality control are used by the Intercontinental Hotel - Nairobi, to assess the impact of quality control practices on employees performance at the Intercontinental Hotel - Nairobi and identify challenges involved in quality control implementation in Intercontinental Hotel - Nairobi. It also includes the study recommendation for improvement and for further research.

## 5.1 Summary and Discussions

The first objective of the study was to establish what methods of quality control are used by the Intercontinental Hotel - Nairobi. The study found that Hotel uses Statistical Quality Control, Total Quality Management, Quality Circles and Inspection and Other Models (Seminars, Training). Statistical Quality Control was the method indicated by the respondents as largely practiced at 50% followed at 25 per cent of the respondents who indicated that Total Quality Control was used. 10.7 per cent of the respondents indicated that Quality Circles while inspection and Other Models (Seminars, Training) each had 7.1 per cent of the respondents establishing that they were used by the Intercontinental Hotel - Nairobi.

The second objective of the study investigated the impact of quality control practices on employee performance at the Intercontinental Hotel - Nairobi through regression and correlation analysis. Analysis in table 4.4 shows that the coefficient of determination R-squared equals 0.734 that is, inspection, total quality management, statistical control and quality cycles explain 73.4 percent of employee performance while from the table 4.3, all the predictor variables were shown to have a positive association between them; with the strongest (0.769) being indicated between performance and SQC, while the weakest (0.169) between performance and TQM.

From these findings, it can be noted that Inspection, total quality management, statistical control and quality cycles relate to employee performance, where a significant increase in each of these influences employee performance in Intercontinental Hotel- Nairobi.

The regression model was: $Y = b_o + b_1SQC + b_2QC + b_3I + b_4TQM$

The results therefore shows that one unit change in SQC results in 0.705 increase in employee performance, one unit change in QC results in 0.573 increase in employee performance, one unit change in inspection usage results in 0.423 increase in employee performance and one unit change in TQM results in 0.302 increase in employee performance.

Statistical Quality Control method of quality control that had the greatest impact on employee performance with a mean score of 4.684; the second was Quality Circles with a mean score of 4.592. The third was Inspection with a mean score of 4.175 and the last was Total Quality management with a mean score of 3.833.

The third objective of the study investigated the challenges of implementation of the methods of Quality Control. The results indicated that the Intercontinental Hotel- Nairobi did not experience challenges. The study found that the Intercontinental Hotel- Nairobi had overcome most known challenges. For instance employees not being kept updated with changes in job skills and design had a mean score of 1.631, lack of management support to quality circle meetings had a mean of 2.0 and lack of co-operation between employees to find solutions to their work problems had a mean of 1.578. Proper measurement of performance had a mean of 2.947 and adequate rewards being received upon good performance had a mean of 2.263.

## 5.2 Conclusion

The study revealed that each method of Quality Control has an impact on employee performance. The Quality Control method with the highest impact was Statistical Quality Control which shows that it has great influence on the quality of output by the employees and had a great influence on ensuring customers are served within a specified time period, that employees serve customers in exact same manner and facilities are standardised offering same service to every customer thus ensuring quality of service is maintained in all customer service processes.

Quality circles was shown to be second method in terms of impact on employee performance and was seen to help in the reduction of errors, ensuring customer satisfaction in the services provided and helping employees perform their job as described. Inspection, though seen to have the lowest presence in terms of methods of quality control practiced, was seen to have an impact

on reduction in the number of errors detected, reducing the amount of customer complaints received and overall improvement of an employees work.

TQM though recognized by 25% of the respondents as a method of QC that is implemented, had the lowest impact amongst the four methods of Quality Control. It was seen to have an impact on reducing the need to repeat services, encouraging employees to participate in suggestion of ways of improving their performance, creating training methods that are satisfactory to the employees and encouraging management leading by example.

## 5.3 Recommendations

The study recommends the following issues where respondents were neutral to be addressed to enhance the implementation of quality control methods at the Intercontinental Hotel - Nairobi. In respect to proper measurement of their performance, the respondents were neutral as to whether it is a challenge. The management should therefore have structures in place that ensure that the procedure of performance measurement is clear to all employees such as periodic performance appraisal.

## 5.4 Limitation of the study

This research project was a cross-sectional survey for establishing the impact of quality control methods on employee performance within the hospitality industry, with it being a case study on the Intercontinental Hotel – Nairobi. The main limitation faced was respondents were reluctant to give all the information sought. Thus inaccuracies could have resulted from the survey respondents' withholding meaningful information that could have been instrumental in making the right conclusion. Thus authenticity of the partially given information may be questioned.

## 5.5 Suggestion for further study

The results show that the Intercontinental Hotel – Nairobi has established and are using the key known methods of Quality Control. The researchers recommend that a study be carried out to ascertain the benefits gained so far as a result of implementing these methods.

It is further recommended that the same study be conducted to include the views of all the employees in the hotel. This is because this study involved only the views of the respondents in Human Resource, Sales Management and Room Operations.

Finally, another research can be carried out to determine what other methods of overall quality management are being used in the hospitality industry in Kenya and their impact on organizational and employee performance.

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