

**APPLICATION OF GEMBA KAIZEN'S TOTAL QUALITY MANAGEMENT
PRINCIPLE ON EMPLOYEE PERFORMANCE IN KENYA WILDLIFE SERVICE,
TSAVO EAST NATIONAL PARK, KENYA**

LALA, Fredrick

School of Business, Economics and Social Sciences
TaitaTaveta University College, Kenya
Email: lalafredrick@yahoo.com

NDINYA, Amina

School of Business, Economics and Social Sciences
TaitaTaveta University
Email: mrs.ndinya@yahoo.com

OGADA, Maurice

School of Business, Economics and Social Sciences
TaitaTaveta University College, Kenya
Email: ogadajuma@yahoo.co.uk

CHEPKULEI, Bellah

School of Business, Economics and Social Sciences
TaitaTaveta University College, Kenya
Email: belatoo2004@gmail.com

OMIDO, Karim

School of Business, Economics and Social Sciences
TaitaTaveta University College, Kenya
Email: omidex@mail.com

APOLLO, Florence

School of Business, Economics and Social Sciences
TaitaTaveta University College, Kenya
Email: florence.apollo@gmail.com

Abstract

Total Quality Management has emerged as a promising quality and performance approach that could meet or exceed customer expectations. However, scholars have noted that for efficacy, TQM must be supported by other principles, such as, the Gemba Kaizen's principles. Previous studies have, however, not tied the Gemba Kaizen Strategic principles to TQM and ultimately to employee performance. Therefore, the objective of this study was to examine the application of Kaizen's TQM principle on employee performance. The study adopted a descriptive research design targeting employees of Kenya wildlife Service, Tsavo East National Park. Using pre-tested copies of questionnaire to collect data from 278 respondents, the study established that Gemba Kaizen principles applied to TQM had a significant bearing on employee performance. It is, therefore, recommended that employees at Tsavo East National Park need to be

enlightened on the concept of continuous and gradual development as outlined by both the Kaizen and TQM principles.

Keywords: Total Quality Management, Employee performance, Gemba Kaizen's Principle, Quality improvement, Kenya Wildlife Service.

1.0 Introduction

1.1 Background to the Study

Quality improvement has become a considerable force throughout the world as organizations seek to gain competitive advantage. Even in the usually non-competitive public sector organizations, the demand for quality products and service delivery has been rising as tax payers and other stakeholders become more aware of their entitlement to better public goods and are, therefore, expecting more value for their taxes. Total Quality Management (TQM) has, therefore, emerged as an approach that promises to improve quality and performance which will meet or exceed customer expectations (Hoyle, 2007). According to Gharakhani, Rahmati, Farrokhi and Farahmandian. (2013), TQM is considered a very important factor for the long-term success of an organization. Although methods to improve and manage quality are numerous, it can be said that TQM has become one of the most successful practices in helping companies enhance competitiveness and prosperity through ensuring sustainable growth (Osayawe & McAndrew, 2005).

TQM can be defined as the management of initiatives and procedures that are aimed at achieving the delivery of quality products and services (Warzecha, 2017). This can be achieved by integrating all quality-related functions and processes throughout the company. TQM looks at the overall quality measures used by a company including managing quality design and development, quality control and maintenance, quality improvement, and quality assurance (Murray, 2017). TQM takes into account all quality measures taken at all levels and involving all company employees. Basically, TQM begins with the primary assumption that employees in organizations must cooperate with each other in order to achieve quality for the needs of the customer. One can achieve quality by controlling manufacturing/service processes to prevent defects.

TQM implementation has been an important aspect for improving organizational efficiency (Gharakhani *et al.*, 2013). TQM, however, does not only consist of quality tools and techniques as TQM alone cannot suffice to sustain performance and give the firm a lead in the market. Investment in TQM must, therefore, work in tandem with principles of continuous improvement, such as, the Gemba Kaizen's principles. While kaizen by itself is considered as bringing about continuous improvement to the organization as a whole, total quality management is implemented alongside Kaizen to bring some improvement in the managerial sector. According to Wilson (2010), TQM is among the key tools that are often used to facilitate the implementation of the Kaizen processes. It's a form of management policy that can be used to work alongside the Kaizen principles. The links between TQM and performance have been investigated by numerous scholars. For example, Abdallah, Phan and Matsui (2014) show that, overall TQM practices **have positively been related to productivity and manufacturing performance, quality performance, employee satisfaction/ performance, innovation performance, customer satisfaction/results, competitive advantage, market share, financial performance, and aggregate firm performance.** Existing studies have, however, not conclusively linked Gemba Kaizen's total quality management principle with employee performance.

1.1.1 Gemba Kaizen's Principles

Gemba Kaizen is a Japanese concept of continuous improvement designed to enhance organizational processes while reducing wastage of resources. In the literal sense, Gemba basically refers to the location where value is created, while Kaizen relates to improvements made or necessary. However, as a concept, the meaning of Gemba Kaizen goes beyond its literal translation. According to the Kaizen Institute, an organization which has embraced the concept is constantly striving to improve its processes, promote discipline and standardization, and believes the processes in place for solving problems are more valuable than the solutions themselves. Thus, Gemba Kaizen is based on making changes anywhere where improvements can be made and is anchored on five principles (Zayko, Broughman & Hancock, 1997).

The first principle is problem identification which stipulates that the manager must physically get down to ground zero to understand the problems in all the possible angles before attempting to solve it (Willis, 2017). The second principle refers to checking with *gembutsu*, which involves inspecting machines, tools, rejects, and customer complaints for finer nuances that could have triggered the problem in the first place. Third is the principle of taking temporary counter measures on the spot. This requires that the manager takes immediate action to resolve the problem as the only way of showing others that a change is required (Gupta & Jain, 2014). It is also imperative for the manager to establish the root cause of the problem. This is the fourth principle and demands that based on the information the manager has acquired, he/she should comprehend the situation, build up several scenarios, analyze them, design alternatives to avert such situations, make a dummy application and then synthesize the given scenario differently. Finally, the fifth principle necessitates that the manager standardizes operations and procedures for prevention of recurrence (Cheser, 1998). Once alternative solutions have been arrived at, it is important to perfect them to prevent recurrence.

It is evident that the principles provide the necessary insights and practical steps for the achievement of TQM in the organization. Imai (2013) points out that, if the principles of Kaizen are adopted by organizations, the organizations can benefit by operating at lower costs and increased outputs. According to Ang, Mohd and Nik (2015), the Kaizen principles are relevant in organizational performance in the recent days because it looks at an organization as one entity and recommends for bit by bit improvements that are constant and continuous. Ang et al., (2015) also show that, in most cases, these are not ideas for major changes in an organization, but Kaizen is based on making little changes on a regular basis: always improving productivity, safety and effectiveness. Imai (2014) further explains that some of the values that have informed organizations when adopting Kaizen's views include: team work, upper management commitment, Kaizen's recognitions and rewards and total quality management.

Evidently, Kaizen oriented TQM is a people driven process. Kobayashi (1990) explains that the essence of Kaizen is that the people that perform a certain task are the most knowledgeable about that task; consequently, by involving them and showing confidence in their capabilities, ownership of the process is raised to its highest level. In addition, the team effort encourages innovation and change and, by involving all layers of employees, the imaginary organizational walls disappear to make room for productive improvements. According to Sivaraman (2018), making Kaizen as a habit of the employees helps for the sustained growth of business and also the employee himself to be a successful individual. Kaizen helps in reducing waste, simplifying work process, improving safety, improving employee and customer satisfaction.

1.1.2 Employee Performance and Total Quality Management

Human resources are the key to success in organizations. Yet many organizations too often forget how important the people variable (organization's most valuable asset) is to the success of an organization. Many organizations and managers have failed because they have taken their human resources for granted. Managing human resources is primarily a line activity, yet the line managers, being operating managers, are more concerned with materials and financial resources than with the human resources. The role of HRM has changed altogether from a traditional (popularly called personnel management) to a strategic one in part because it is becoming widely acknowledged that quality assurance is tied to employee performance (Murray, 2017). In fact, apart from quality tools and techniques, TQM values the role each employee plays in the organization and the need for their cooperation to deliver quality goods and services to the client. To achieve these, given the ever evolving needs of the client and quality standards, the employee's delivery capability necessarily has to constantly improve. This is an imperative for both the for-profit and non-profit organizations alike. Consequently, organizations worldwide have been subscribing to continuous improvement strategies like the Kaizen principles to strengthen their quality assurance aims.

1.1.3 Adoption of Gemba Kaizen's Principles in Kenya Wildlife Service

The importance of wildlife management has been written by a number of scholars. According to these scholars, if wildlife is continuously improved, checked and proper management done through strategies like Gemba Kaizen's, it can lead to increased country's per capita growth (World Bank, 2017). For example, proper wildlife management encourages tourists to visit countries. This brings in much wanted foreign exchange and other development ideas to the host countries. Therefore, Kaizen's principles can be used to improve the performance of the wildlife sector and by greater extent the economy (Government of India, 2016). Consequently, the Kaizen principles are gaining importance in wildlife management across Asia and South America; thus a need for such strategies in Africa and Kenya specifically. In India for example, the country was able to increase the number of tourists by approximately 13.2% who visited the various National Parks and Game Reserves in the country between 2014 and 2016 (Government of India, 2016). Experts argue that the improvement was closely influenced by the government's decision to adopt the Kaizen's strategy in all of its parastatals in the year 2010. This is due to the fact that, Gemba Kaizen embraces the skills of a whole organization, inviting and rewarding employee contributions and understanding even the smallest improvements will create greater value over time. The concept focuses on achieving continuous improvement through activities on the work floor.

1.2 Problem Statement

Parastatals in the country have been restructuring themselves to fit into the Vision 2030 ((Kenya Wildlife Service, 2014). This is aimed at increasing the country's output and position it as a middle level economy. Therefore, just like the private organization, parastatals have adopted a number of 21st century management strategies; Kaizen strategy included. In Kenya Wildlife Service (KWS), the Kaizen strategy has been adopted; though integrated with other strategies. The Kaizen principles adopted like open communication, continuous improvement, continuous communication, stakeholders' involvement, customers consideration and many more have led to improved performance in the KWS and have made KWS be rated as an ISO parastatal (Kenya Wildlife Service, 2016). However, a number of studies have shown that despite the fact that

organizations have allocated a lot of resources towards the success of the Kaizen strategy, there are still some implementation challenges. This failure of strategy implementation has a direct influence on the performance of organizations (Fariba & Ziba, 2013).

Previous studies have, however, not tied the Gemba Kaizen Strategic principles to TQM and ultimately to employee performance. This is especially important to parastatal organizations like the Kenya Wildlife Service which essentially depends on tourism as its main product offering and, therefore, depends significantly on its HR resources to deliver. For example, Karani (2011) study on the effects of TQM implementation on business performance in Kenya Wildlife Services revealed that TQM influences the performance at KWS up to the tune of 12% per annum. The study, however, did not reveal aspects of employee performance within the organization and whether KWS had leveraged its TQM implementation on Gemba Kaizen strategic principles. The present study, therefore, attempted to establish the linkage between Gemba Kaizen strategic principles on TQM implementation and tie them to employee performance in Kenya wildlife Service focusing on Tsavo East National Park, Kenya.

1.3 Objective of the Study

The main objective of the present study was to examine the application of Gemba Kaizen's Total Quality Management principle on employee performance in Kenya Wildlife Service, Tsavo East National Park, Kenya.

2.0 Literature Review

2.1 The Theory of Constraints

The Theory of Constraints developed by Goldratt (1990) is a methodology for identifying the most important limiting factor (i.e. constraint) that stands in the way of achieving a goal and then systematically improving that constraint until it is no longer the limiting factor. One of the appealing characteristics of the Theory of Constraints is that it inherently prioritizes improvement activities; as proposed by the Kaizen strategy that emphasizes on continuous improvement. The top priority is always the current constraint. In environments where there is an urgent need to improve, Theory of Constraints (TOC) offers a highly focused methodology for creating rapid improvement. A successful Theory of Constraints implementation benefits include increased returns which is the primary goal of TOC for most companies, fast improvements as a result of focusing all attention on one critical area – the system constraint, improved capacity, reduced lead times and reduced inventory (Mabin & Balderstone, 2003).

In government parastatals like the KWS, the constraint is often referred to as a bottleneck. The Theory of Constraints takes a scientific approach to continuous improvement of the system as advanced by Gemba Kaizen strategy views. It hypothesizes that every complex system, including strategy implementation processes, consists of multiple linked activities, one of which acts as a constraint upon the entire system (i.e. the constraint activity is the weakest link in the chain). So, the ultimate goal of most Kaizen principles implementation at KWS is to enable the organization to make maximum returns and maximum outputs. The Theory of Constraints provides a powerful set of tools for helping to achieve this goal. It entails the five focusing steps which involve a methodology for identifying and eliminating constraints, the thinking processes which are tools for analyzing and resolving problems and lastly throughput accounting which is a method for measuring performance and guiding management decisions (Willis, 2017). Therefore, the theory was meant to provide theoretical insight into the implementation of TQM through Gemba Kaizen strategy and the resulting influence on

employee performance.

2.2 Kaizen Total Quality Management Principle and the Performance of Organizations

Total Quality Management (TQM) is a journey, a movement centered on the improvement of managerial performance at all levels. It deals with; Quality Assurance, Employee Involvement, Cost reduction, Safety, Continuous Improvement and Productivity improvement. Moreover, TQM journey deals with management concerns such as organizational development, cross-functional management, and quality deployment. In other words, management has been using TQM as a concept and a tool for improving overall performance. TQM integrates fundamental management techniques, existing improvement efforts, and technical tools under a disciplined approach focused on continuous process improvement (Thessaloniki, 2012). The activities are ultimately focused on increased customer-user satisfaction. According to Anot (2015), TQM principle is very vital in the performance of firms since it looks at the organization as a single unit that needs to be improved by ensuring quality is given at the output level and this should be improved from time to time by avoiding wastes. TQM uses strategy, data, and effective communication to integrate the quality principles into the culture and activities of the organization; leading to improved performance (Imran, 2011).

Empirical studies confirm that TQM approach is indeed instrumental in improving organizational performance. For instance, Benson (1993) notes that, TQM implementation has led to improvements in quality, productivity, and competitiveness in only 20-30% of the firms that have implemented it. A study conducted by Rategan (1992) indicated that a 90% improvement rate in employee relations, operating procedures, customer satisfaction, and financial performance was achieved through TQM implementation. However, Eskildson (1994), and Tornow and Wiley (1991) observed that TQM implementation could have uncertain or even negative effects on performance if partially implemented. Longenecker and Scazzero (1993) indicated that achieving high product quality and pursuing successful TQM implementation are very vital in organizations.

Cetinderea, Duranb and Yetisenc (2015) examined the effects of total quality management on the business performance in the province of Kütahya, Turkey. The study employed regression analysis results to determine the performance features of organizations concerning TQM criteria (education, leadership, continuous improvement, internal customer and external customer). It was observed that the criteria related with leadership and education have a stronger correlation with the performance. A study by Akaligaung (2015) on improving the quality of maternal and child health (MCH) service delivery in resource-poor settings revealed that application of TQM as a management tool significantly improved the implementation of MCH projects and their total performance in Ghana.

Similarly, a study by CRDI (2016) on adoption of innovative solutions to tackle difficult challenges in MCH Projects implementation in Ethiopia provided evidence to support the view that TQM influences the implementation of MCH projects and its general performance. It was also evident from the study that TQM achieved improved organizational performance through involving everyone in a company – managers and workers – in a totally systemic and integrated effort at every level as had previously been observed by Zu, Fredendall and Douglas (2008).

Karani (2011) did a study on the effects of TQM on the performance of KWS in Kenya. The study found that the role of leadership has a positive impact on TQM implementation, and if TQM is effectively implemented at KWS, the productivity of the sector can improve by over 12.1% each year. However, the strategic linkages between the adoption of Gemba Kaizen

strategic principles and implementation of TQM in the organization were not explored. The studies, however, did not link TQM with Kaizen principles.

Continuous improvement has emerged as an important TQM inspired organizational performance. This is especially so when the Gemba Kaizen approach is used to inform continuous improvement. The underpinning principle of Kaizen, which is also Japanese word for continuous improvement, is the use of various problem-solving tools for the identification and solution of work-based problems. The aim is for improvement to reach new 'benchmarks' with every problem that is solved (Terziovski, 2002) which is a very important way of raising performance standards of the organization. For example, in South Africa, a study by The Partnership for Maternal Newborn & Child Health (2015) found that the performance standards in maternal child healthcare service delivery significantly improved between 2012 and 2016 due to the adoption of Gemba Kaizen principles in the implementation of various maternal child healthcare projects. An earlier study by Dettrick, Firth and Jimenez (2013) had also found a very strong relationship existing between the application of Gemba Kaizen strategy and the performance of MCH programmes in Lower and Middle Income Countries Lead to Improved Outcomes. The Kaizen strategy is said to have improved the performance of MCH projects in South Africa for example by 26.7% between 2010 and 2012.

In Kenya, the application of the Gemba Kaizen principles in TQM has posted impressive performance results. For example, UNICEF (2015) reported that adoption of Gemba Kaizen practices led to significant improvement in maternal child health projects in Kenya particularly in the informal settlements of Nairobi. The World Bank (2017) similarly reported that through the adoption of the Gemba Kaizen informed TQM practices, there had been an increased uptake of MCH services. The influence of Gemba Kaizen principles has also been reported to significantly influence the performance of the manufacturing sector in the country. For instance, Omondi (2014) carried out a study in Bidco Oil Refineries-Kenya and established that the firms pursued a well-structured implementation of the Gemba Kaizen principles on its TQM and this had considerably influenced its performance. The study further attributed the company's impressive performance to extensive employee involvement and participation as emphasized in the Gemba Kaizen principles.

While the studies above have largely underscored the role of TQM and Gemba Kaizen based TQM practices on organizational performance, the aspect of employee performance has largely been overlooked. Therefore, the present study examined the influence of Gemba Kaizen informed TQM practices on employee performance in Kenya wildlife Service focusing on Tsavo East National Park, Kenya which is a public sector organization as opposed to private sector organization discussed elsewhere in the present study.

3.0 Methodology

3.1 Research Design

This study adopted a descriptive research design. This design was preferred for this study and seen as the most suitable as it brought out information on attitudes that would be difficult to measure using observational techniques.

3.2 Target Population

The target population of the study was 543 employees at KWS's Tsavo East National Park comprising 470 Rangers/Wardens and 73 Research, Mechanical, Accounts, Procurement and Customer care staff.

3.3 Sample Size and Procedure

The population was divided into two strata: Rangers/wardens and scientist, engineers, accountants, procurement, mechanics and customer care. A sample size of 293 respondents was computed using the formula proposed by Sudman (1976):

$$n = \frac{\left(\frac{P[1-P]}{\frac{A^2}{Z^2} + \frac{P[1-P]}{N}} \right)}{R}$$

Where:

n = sample size required

N = the population

P = estimated variance in population, as a decimal: (0.5 for this study)

A = Precision desired, expressed as a decimal (0.05 for this study)

Z = Based on confidence level: 1.96 for 95% confidence,

R = Estimated Response rate, as a decimal

Application of the above formula to the target population yielded a sample size of 293 respondents.

3.4 Data Collection

Questionnaire developed by the researcher were used to gather primary data. Both open ended and closed ended questions were used. This method was selected for its advantage to increase response rate and importantly as it allowed the enumerators an opportunity to gather richer information by interacting with the respondents. The questionnaire were pre-tested with 10 respondents from the neighboring Tsavo West National Park to test the reliability and validity of the instruments used in collecting data for the main study. A Cronbach's coefficient Alpha was computed to determine the reliability of the questionnaire from which a Cronbach coefficient $\alpha = 0.7991$ was obtained. This was above 0.7 0 indicating that items correlated highly among themselves implying high consistency among items measuring the same dimension. Therefore, the instrument was deemed reliable and administered as recommended by Mugenda and Mugenda (2003).

3.5 Data Analysis

The data collected were analyzed using descriptive and inferential statistical methods. Percentages and frequency were used to examine the respondents' basic information. Mean scores and standard deviation were used to give the extent to which Gemba Kaizen strategic principles adopted influenced the performance at Tsavo East National Park. Spearman rank-order correlation was also used to evaluate the monotonic relationship between the ordinal variables.

4.0 Results and Findings

Of the 293 targeted respondents 278 responded by returning completed copies of questionnaire representing 95% response rate. This was considered adequate to constitute a valid basis for conclusion.

4.2 Influence of Gemba Kaizen Principle on Internal Business Process

Respondents were asked to indicate the extent to which they agreed or disagreed using a 5- point Likert-type scale with the idea that Gemba Kaizen principles influenced internal business process and the following responses were arrived at.

Table 1: Respondents Perception of the Influence of Kaizen Principles on Employee Performance

Gemba Kaizen Principle	Mean	Std
Teamwork	3.78	1.03
Upper Management Commitment	3.35	1.08
Total quality Management	3.54	0.90
Rewards and Recognition	3.47	1.00

N=278

Likert scale rating of 1-5 where: 1= strongly disagree; 2 = disagree; 3 =weakly agree; 4 =agree; 5 = strongly agree.

From the results in Table 1, it is evident that out of the four Gemba Kaizen constructs surveyed in relation to employee performance, teamwork had the highest mean (M=3.78, SD=1.03) as ranked by the respondents. This was followed by Total Quality Management (M=3.54, SD=0.90), rewards and recognition (M=3.47, SD=1.00) upper management commitment had (M=3.35, SD=1.08) in that order. The scores on each of these constructs were all above 3.0 suggesting that most respondents were in agreement that they were applied in their organization and significantly influenced their performance. Thessaloniki (2012) supports these results by showing that, teamwork activities have a great influence on the performance of organizations contending that teamwork is important in bringing together energies, skills, creativity and resources, leading to improved results in an organization. Fariba and Ziba (2013) also, reveal that, the role of upper management commitment is very important in allocating resources, giving direction of leadership, sourcing for resources and mobilize resources that can help an organization perform better.

4.3 Perception of the Principle of Total Quality Management on Employee Performance

Spearman's R correlation was carried out to determine if there was a significant relationship between the Kaizen total quality management principle and employee performance in KWS. The results are given in Table 2.

Table 2: Perception of the Principle of Total Quality Management on Employee Performance

Variable	Correlation	Sign
Independent Variable		
Total quality management		
Dependent Variable		
Respondent is a team player	-.0112	(0.063)
Respondent has integrity	0.169	(0.005)**
Respondent understands importance of customer	-0.201	(0.001)**

satisfaction		
Respondent understands the contribution of their role in performance	-0.051	(0.396)
N=278		

** Significant at <5%

Looking at the results in Table 2, it is evident that Kaizen TQM had a significant correlation with only two employee performance constructs, that is, employee integrity ($r = 0.169$, $p < 0.05$) and understanding of customer satisfaction ($r = -0.201$, $p < 0.05$). These results suggest that there indeed existed a linear relationship between the Kaizen principle of TQM and the dependent variables of integrity and the understanding of customer satisfaction. The negative correlation in the second construct, however, implies that customer satisfaction issues were still largely unaddressed by the Kaizen TQM strategy. Thus, there was enough evidence to infer that the Kaizen principle of total quality management had an influence on the employee performance ($p < 0.05$).

5.0 Discussion of Findings

With regard to the findings on the influence of Kaizen's TQM principle on the performance of Kenya Wildlife service, it was established that the Kaizen TQM approach significantly influenced integrity and understanding the importance of having satisfied customers among the employees of the organization. These findings are in agreement with Zu, Fredendall and Douglas (2008) whose study also established that TQM as a management tool had a significant influence on improving total performance of an organization. They also agree with Imai (2013) who found that, if the principals of Kaizen are adopted by organizations, the organizations can benefit by operating at low costs; leading to increased outputs. Therefore, it is evident that combining the two approaches could indeed lead to improved employee performance in organizations.

6. Conclusion

From the study's findings, it can be concluded that, Gemba Kaizen principles applied to Total Quality Management have a significant bearing on employee performance. However, this approach to TQM principle seem to have little influence on customer satisfaction, a finding supported by Davo od *et al.* (2015) who argue that, while total quality management (TQM) is considered a very important factor for the long-term success of an organization, unfortunately, customers need immediate results and long-term achievements may dissatisfy them. However, the approach did have a positive effect on the integrity component of employee performance suggesting that it instilled a value system on the employees. Theoretically, the study's findings provide insight into how the application of the combined approaches of Kaizen and TQM can help reduce the influence of one of the major constraints to performance, that is, employee performance and ultimately result in improved returns as explained by Mabin & Balderstone (2000).

7. Recommendations

Based on the conclusion drawn, the study makes the following recommendations; first, that for customers' satisfaction to be achieved at KWS, TQM principles have to be explained to the employees who can in turn interpret this to the customers for them to be satisfied. It is important for KWS employees to assure customers of where they are heading to than where they are.

Second, the study recommends that for better learning and growth among the employees at Tsavo East National Park, they should understand the concept of continuous and gradual development as outlined by the Kaizen's principles. There should be a very well outlined continuous growth, development and achievement channel that is made public to all the stakeholders at KWS Tsavo East.

8. Suggestions for Further Research

The research recommends that future research should be undertaken in other KWS Parks like Tsavo West, Amboseli and many more to examine the extent to which Gemba Kaizen strategic principles have been adopted and their influence on performance. There is also need to examine the extent to which these agencies have adopted the Kaizen-TQM principle, the challenges faced in implementation and the influence it has had of their performance.

References

- Abdallah, A., Phan, A. & Matsui, Y. (2014). Quality management practices and competitive performance: Empirical evidence from Japanese manufacturing companies, *International Journal of Production Economics*, 133,(2), 518–529.
- Akaligaung, J.A. (2015). Improving the quality of maternal and child health service delivery in resource-poor settings: Case study of project fives alive! in Ghana. https://open.bu.edu/bitstream/handle/2144/16299/Akaligaung_bu_0017E_11398.pdf?sequence=3
- Ang, W., Mohd, F., & Nik, H. (2015). The mediating effect of Kaizen between Total Quality Management (TQM) and business performance.
<http://iopscience.iop.org/article/10.1088/1757-899X/160/1/012012>
- Anot, B. (2015). *Kaizen sustainability and operational performance: A case of manufacturing firms in Mombasa County, Kenya*. (Unpublished Thesis), Kenyatta University, Nairobi, Kenya.
- Benson, T. (1993) . TQM: A child takes a first few faltering steps. *Industry Week*, 242(7), 16-17.
- Cheser, R.N. (1998). The effect of Japanese Kaizen on employee motivation in US Manufacturing. *International Journal Organizational Analysis*, 6(3),197-212
- Cetinderea, A., Duranb, C., & Yetisenc, M.S. (2015). The effects of total quality management on the business performance: An application in the province of Kütahya. *Procedia Economics and Finance* 23, 1376 – 1382
- CRDI. (2016). Innovative solutions to tackle difficult challenges in MCH projects implementation in Ethiopia. <https://www.idrc.ca/en/initiative/innovating-maternal-and-child-health-Africa>
- Dettrick, Z., Firth, S., & Jimenez, S.E. (2013). Do strategies to improve quality of maternal and child health care in lower and middle income countries lead to improved outcomes? A review of the evidence. *PLoS ONE* 8(12): e83070. doi:10.1371/journal.pone.0083070
- Eskildson, L. (1994) Improving the odds of TQM's success, *Quality Progress*, 61-63

LALA, F., NDINYA, A., OGADA, M., CHEPKULEI, B., OMIDO, K., APOLLO, F.: *Application of Gemba Kaizen's Total Quality Management Principle on Employee Performance in Kenya Wildlife Service*,

- Fariba R. & Ziba R. (2013). *Impact of Kaizen implementation on performance of manufacturing companies' staff*. Qom University, Qom, Iran.
- Gharakhani, D., Rahmati, H., Farrokhi, M. R., & Farahmandian, A. (2013). Total quality management and organizational performance. *American Journal of Industrial Engineering*, 1(3), 46-50.
- Goldratt, E. M. (1990). *Theory of constraints*. Croton-on-Hudson: North River.
- Government of India.(2016). Brief write-up on tourist inflows to India. <http://tourism.gov.in/market-research-and-statistics>
- Gupta, S., & Jain, S. K. (2014). The 5S and Kaizen concept for overall improvement of the organization: a case study. *International Journal of Lean Enterprise Research*, 1(1), 22-40.
- Hoyle, D. (2007). *Quality management essentials*. Butterworth-Heinemann, Oxford, UK.
- Imran, A., K. (2011). Kaizen: *The Japanese strategy for continuous improvement*. VSRS *International Journal of Business & Management Research*, 1 (3), 177-184.
- Imai, M. (2014). *Gemba Kaizen: A common sense approach to a continuous improvement strategy*. McGraw-Hill Professional
- Imai, M. (2013). *Gemba Kaizen: A commonsense, low-cost approach to management*. McGraw-Hill.
- Karani, S. (2011). Effects of total quality management implementation on business performance in service institutions: A case of Kenya Wildlife Services. *International Journal of Research Studies in Management*
- KWS. (2014). *Kenya Wildlife Management Strategy of 2012 to 2018*. Government Printers. Nairobi.
- KWS.(2016). *Revamping Kenya Wildlife Service*. Ministry of Environment and Natural Resources & Regional Development Authorities.
- Kobayashi, I. (1990). *20 keys to workplace improvement*, Cambridge: Productivity Press
- Longenecker, C. O., & Scazzero, J . A. (1993). Total quality management from theory to practice: a case study. *International Journal of Quality & Reliability Management*, 10(5).
- Mabin, V. J., & Balderstone, S. J. (2003). The performance of the theory of constraints methodology: analysis and discussion of successful TOC applications. *International Journal of Operations & Production Management*, 23(6), 568-595.
- Mugenda, O.M & Mugenda, A. G. (2003). *Research methods, qualitative and quantitative*. Nairobi: Jomo Kenyatta Foundation.
- Murray, M. (2017). Total quality management (TQM) and quality improvement: Using TQM will help you improve quality and performance. *Supply Chain Management*
- Omondi, J. (2014). *Strategy implementation at Bidco Oil Refineries Limited Kenya*. School of Business, University of Nairobi.

- Osayawe, E.B., & McAndrew, E. B. (2005). Innovation, diffusion and adoption of total quality management (TQM). *Management Decision*, 43(6), 925-940.
- Rategan, C. (1992) Total quality management. *Journal of Property Management*, 57, 32-34.
- Sivaraman, G. (2018). What is Kai zen, It's principles and rules. Hash Management Services LLP
- Terziovski, M. (2002). The effects of continuous improvement and innovation management practice on small to medium enterprise (SME) Performance
- Thessaloniki. (2012). Kaizen definition and principles in brief: A concept and tool for employees involvement. *www.michailolidis.gr*
- The World Bank. (2017). Trends in maternal mortality: 2010 to 2020. *Organization* 32, 1–55.
- Tornow, W. W., & Wiley, J. W. (1991). Service quality and management practices: A look at employee attitudes, customer satisfaction, and bottom-line consequences. *People and Strategy*, 14(2), 105.
- The Partnership for Maternal Newborn & Child Health, (2015). A global review of the key interventions related to reproductive, maternal, newborn and child health (RMNCH). Geneva, Switzerland: PMNCH.
- UNICEF. (2015). Countdown to 2015: Maternal, newborn and child survival. Exec. Summ.
- Warzecha, B. (2017). *The problem with quality management*. Verlag Fur Planung Und Organisation, Hamburg, Germany
- Wilson, M. (2010). Total quality management (TQM) at the University Centers, University of Wisconsin-Stout.
- Willis, D. (2017, September 26). What are the principles of Gemba Kaizen? Bizfluent. Retrieved from <https://bizfluent.com/info-8302015-principles-gemba-kaizen.html>
- Zayko, M.J., Broughman, D.J. & Hancock, W.M. (1997). Lean manufacturing yields world-class improvements for small manufacturer, IIE Solution, April, pp. 36-40
- Zimmerman, W. J. (1991). Kaizen: the search for quality. *The Journal of Continuing Higher Education*, 39(3), 7-10.
- Zu, X., Fredendall, L. D., & Douglas, T. J. (2008). The evolving theory of quality management: the role of Six Sigma. *Journal of operations Management*, 26(5), 630-650.