

The Impact of Total Quality Management Practices on Employee Performance: Evidence from Kenya's National Registration Bureau

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Abstract

This research explores the effect of Total Quality Management (TQM) practices on employee performance at the National Registration Bureau (NRB) in Kenya. It identifies four important TQM practices: leadership, employee empowerment, training, and continuous improvement. The study finds that all four TQM practices have a positive effect on employee performance, with continuous improvement being the strongest, followed by training, employee empowerment, and leadership. Based on a regression analysis, TQM practices explain 64% of the variance in employee performance. The study reinforces the need for government entities to adopt TQM practices to improve service delivery, efficiency, and employee motivation. It also suggests areas for further improvement, such as effectiveness in leadership and innovation adoption. The study recommends that organizations develop a culture of continuous improvement, invest in employee training, and make staff empowerment a priority to improve employee performance in public service.

Index terms – Total Quality Management (TQM), Employee Performance, Leadership and Empowerment, Training and Development, Continuous Improvement

I. Introduction

In today's competitive global landscape, organizations are constantly looking for ways to improve performance to meet customer expectations. Total Quality Management (TQM) has emerged as a comprehensive management approach that allows organizations to create efficiency frameworks for improved business performance through integrative means (Qin et al., 2023). TQM is a management philosophy based on the Kaizen principle of continuous improvement, and TQM works by aligning organizational processes with customer preferences to increase satisfaction and the overall performance of the organization (Sadikoglu & Olcay, 2014). Research in various contexts have indicated that TQM practices can have a positive influence on organizational performance. For example, studies in China of manufacturing firms indicated that TQM practices had a significant effect of corporate sustainable development through promoting green innovation and improving business performance (Qin et al., 2023). Hussain et al. (2023) found that TQM implementation was positively related to quality performance in public hospitals in Jordan, confirming that TQM principles improve services in hospitals. In Ethiopia, Girma (2023) found TQM useful for achieving a competitive advantage through continuous improvement, and highlighted that elements of TQM like leadership, management support, employee empowerment, and continual improvement were all significantly related to organizational performance.

Organizations in Kenya have had to respond to persistent changes in the business environment and look for ways to compete in the expanding global marketplace. As Mwaura (2017) noted, recently, total quality management (TQM) practices have made a significant difference in performance across the public and private sectors of the economy. However, agencies of the government including the National Registration Bureau (NRB) must change

their view on implementing TQM practices if they expect to compete in a more demanding environment than ever before. While there has been substantial literature investigating total quality management in different contexts, there is still no known literature on total quality management implementation and its specific effects on employee performance, more so among government agencies in Kenya. For example, Androwis and Tarhini (2018) published that TQM activities had positive relationships with organizational performance in Jordanian construction chemicals companies and Otieno (2017) found that management practices and employees' participation in TQM usually enhance organizational performance; however, these findings may not be applied directly to public organizations in Kenya.

The NRB, tasked with the duty of registering adult Kenyans, is facing numerous internal challenges including low staff morale, inefficiency, lack of adequate training and bureaucratic decision processes (EACC, 2023). Additionally, external issues such as corruption inducements and slow service delivery are further compounding the internal issue. Unlike private sector firms, government agencies, including NRB, are often competing against other government agencies rather than private organizations which may lead to less competitive business processes; further, the security of employees may lead to less motivation and efficiency (National Ethics and Corruption Survey, 2022). In this research, the researcher seeks to know whether TQM practices (leadership, employee empowerment, training and continual improvement) affect employee performance at Kenya's National Registration Bureau. By examining these relationships, this research aims to provide insights that can inform strategies to enhance service delivery, improve efficiency, and ultimately contribute to better public service management in Kenya's government agencies.

II. Literature Review

Theoretical Framework

Several theories underpin the relationship between TQM practices and employee performance. Deming's theory emphasizes constant quality advancement through a profound knowledge system comprising system comprehension, variation organization, knowledge theory, and psychological control (Deming's Theory for Quality Improvement, 2020). According to Redmond *et al.* (2008), organizational management must comprehend and communicate the fundamental theory for its actions.

The Kaizen theory, which means continuous improvement, involves both management and employees utilizing minimal expenses. Mapunda (2019) notes that Kaizen determinants target top executive assurance, education, training, worker cooperation, and emancipation to accelerate productivity and performance. As Mani *et al.* (2009) observe, continuous improvement is critical for top performance in production. McKinsey's 7S Framework, developed in 1980, analyzes organizations by focusing on seven critical internal tools: strategy, skills, staff, structure, shared values, systems, and style (Hassan, 2017). The model demonstrates how these elements work together to achieve organizational objectives (Cox *et al.*, 2019).

Herzberg's Two-Factor Theory separates motivators (recognition, achievement, work nature, responsibility, promotion) from hygiene factors (organizational policies, managerial oversight, wages, employee interactions, work environment) to explain employee motivation and job satisfaction (Study Smarter, 2023). Herzberg argued that while deteriorating hygiene factors cause dissatisfaction, only increased motivators lead to satisfaction and better performance (Nickerson, 2023). Senge's Learning Organization Theory focuses on an organization's ability to invest in learning and growth, emphasizing systems thinking, personal mastery, mental models, shared vision, and team learning (The Learning Organization Theory, 2021). This approach ultimately results in an innovative, flexible organization with top performance, aligning with TQM objectives.

Empirical Literature

Leadership Practices and Firm Performance

Almaududi Ausat *et al.* (2022) found that transformational leadership positively affects both organizational commitment and employee performance. Alnuaimi and Yaakub (2020) identified leadership as crucial in achieving TQM by creating a safe and conducive culture. Kanji *et al.* (2023) demonstrated that strategic leadership significantly influences both financial and non-financial performance of companies. Odero (2023) revealed a strong positive relationship between transactional leadership and successful implementation of strategic initiatives. Oriaku and Oriaku (2011) studied TQM's impact on leadership in Nigeria, emphasizing the importance of management commitment, leadership effectiveness, employee involvement, public feedback, and continuous improvement.

Employee Empowerment and Job Performance

Kagucia *et al.* (2020) found that all four dimensions of empowerment—relational, team, structural, and psychological—positively impact job performance, with relational empowerment having the strongest effect. Kang *et al.* (2021) highlighted the pivotal role of adaptive leadership in fostering employee empowerment. Masood *et al.* (2016) demonstrated that the relationship between executives and workers helped increase customer work efficacy and satisfaction, while Fernandez (2013) concluded that empowerment enhances job satisfaction, organizational involvement, performance, and innovation. Ukil (2016) posited that employee empowerment increases organizational performance, service quality, and worker satisfaction.

Training and Organizational Performance

Adula *et al.* (2023) revealed that most employees view training as essential for skill development and fostering positive work attitudes, ultimately enhancing organizational performance. Gambo (2015) suggested that training and development are critical for organizational success and growth, enhancing worker performance, abilities, and knowledge. Nelson Mwaura (2017) found that training and development of workers increased knowledge, competencies, and proficiency capacity at Kenya Revenue Authority. Premalatha (2010) postulated that training is vital in developing entrepreneurs who can prosper and participate in both local and international economies.

Continuous Improvement and Organizational Performance

Nganga and Nyaga (2022) demonstrated a significant relationship between continuous improvement practices (data-driven decisions, customer focus, streamlined processes, and active employee engagement) and organizational performance, contributing 66.4% to a company's total performance. Otieno (2016) found a strong positive correlation between organizational effectiveness and continuous improvement strategies, particularly customer focus, quality enhancement, and evidence-based decision-making.

Research Gap

While previous studies have examined various aspects of TQM practices and their impact on performance across different sectors, limited research exists on how leadership commitment to TQM practices specifically affects employee performance in public service institutions like Kenya's National Registration Bureau. This study aims to address this gap by investigating the relationship between TQM practices (leadership, empowerment, training, and continuous improvement) and employee performance within this context.

III. Methodology

Research Design

This research utilized a descriptive survey design to investigate the impact of Total Quality Management (TQM) practices on employee performance at the National Registration Bureau (NRB) central office. The descriptive

survey design was selected due to its effectiveness for observing and portraying particular settings and or situations, such as in education and behavioral sciences (Kah & Murithi, 2023). This methodology was useful for identifying issues and opportunities for improvement through systematic observations and descriptions.

Population and Sampling

This research focused on all employees from the production department at the NRB headquarters. The production department is divided into two main sections, namely; Product of Security Documents (PSD), which includes the production of aliens and refugees' identity cards, and Primary Production, which is responsible for producing Kenyan identity cards. The population in the production department was considered small; therefore, a census approach was preferred over a sampling approach, consistent with what Lachin (2014) suggests if the population is 200 or less. The census means that the risk of sampling errors is eliminated and data is collected from all technical officers located at the headquarters.

Data Collection Instrument and Procedure

Data entailed the use of a structured questionnaire specifically created to meet the objectives of the research. The questionnaire included closed-ended questions to help maintain a more focused, and therefore, a consistent data collection process while allowing for respondent anonymity. This instrument was selected for its ease of use, to collect data from different respondents in varied departments. The necessary approvals from Kenyatta University and the National Commission for Science, Technology and Innovation (NACOSTI) were secured prior to the data collection process. The questionnaire was distributed to participants using a drop-off and pick-up method, after which participants had three weeks to complete the questionnaire.

Data Analysis

The data was analysed with descriptive statistics and linear regression analysis using the SPSS program. Descriptive measures included mean, mode, percentages, frequencies, and standard deviation, and these measures are presented in tabular and graphical format. The influence of TQM practices on employee performance was examined using the following linear regression model:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon \quad (1)$$

Where:

- Y represents organizational performance
- β_0 is the constant coefficient
- X_1 represents leadership
- X_2 represents empowerment
- X_3 represents training
- X_4 represents continuous improvement
- ε is the random error term

Ethical Considerations

The research was conducted following basic ethical guidelines, including respect for participants, informed consent, and confidentiality. The study was clear in its communication about its aims and did not attempt to deceive participants or exaggerate its aims.

IV. CHAPTER FOUR: RESULTS AND DISCUSSION

Introduction

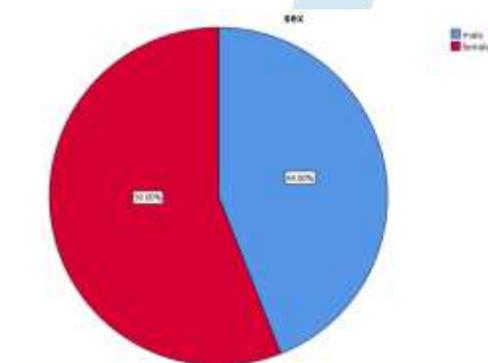
This chapter outlines the findings of the study investigating the relationship between Total Quality Management (TQM) practices and employee performance at the National Registration Bureau (NRB) in Nairobi, Kenya. The study examined four important TQM practices: leadership, employee empowerment, training, and continuous improvement. Data was collected from 100 NRB employees, all of whom provided responses for a 100% response rate for data analysis. Statistical analysis was performed to assess the impact of TQM practices on employee performance.

Demographic Characteristics of Respondents

Gender Distribution

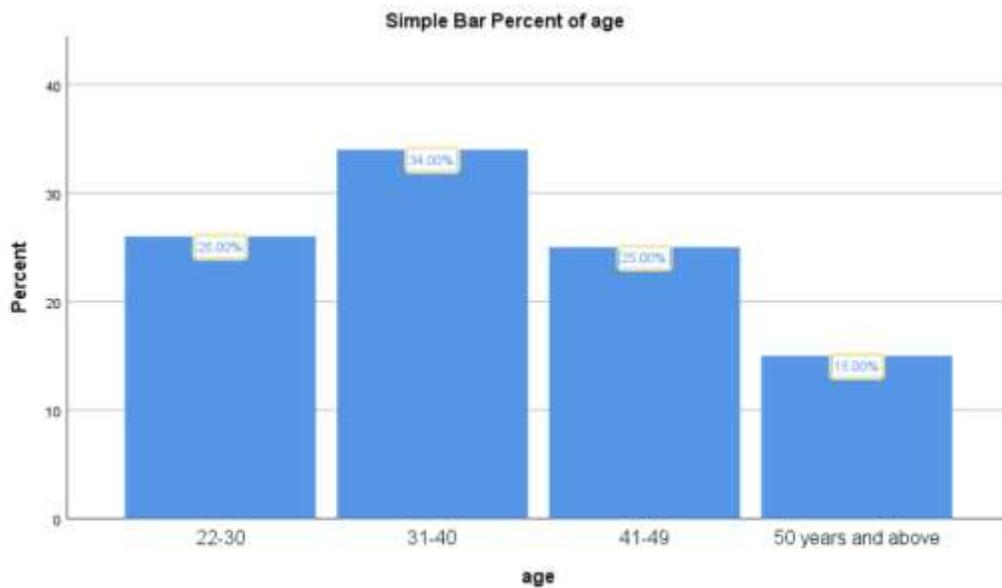
The study ensured gender representation with 56% female and 44% male respondents, demonstrating a balanced perspective across genders as shown in Figure 4.1.

Figure 4.1: Gender Distribution of Respondents



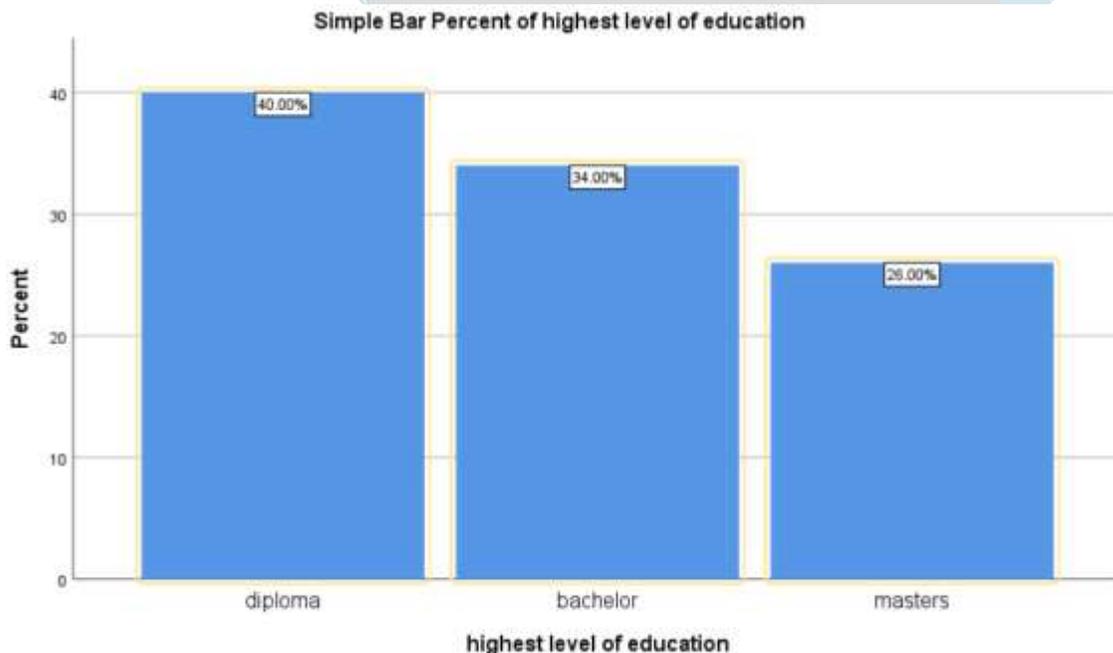
4.2.2 Age Distribution

The age distribution of respondents revealed that the majority (34%) were between 31-40 years, followed by 26% in the 22-30 age bracket, 25% between 41-49 years, and 15% aged 50 years and above (Figure 4.2). This distribution indicates a workforce predominantly in the middle-age category, suggesting a blend of youthful energy and professional experience.

Figure 4.2: Age Distribution of Respondents

4.2.3 Educational Qualifications

The analysis of educational qualifications revealed that 40% of respondents held diploma qualifications, 34% had bachelor's degrees, and 26% possessed master's degrees (Figure 4.3). This distribution suggests a well-educated workforce with significant professional training, which has implications for the implementation and effectiveness of TQM practices.

Figure 4.3: Educational Qualifications of Respondents

4.3 Total Quality Management Practices at NRB

4.3.1 Leadership as a TQM Practice

Leadership is a fundamental component of TQM, providing strategic direction and creating an environment conducive to quality enhancement. Table 4.1 presents respondents' perceptions of leadership practices at NRB.

Table 4.1: Effect of Leadership on Employee Performance

Statement	N	Mean	Std. Deviation
Has the top management set clear and quality policies to guide the employee in the organization	100	3.14	0.804
Has the management adopted total quality practices in the daily activities?	100	3.21	0.756
Is the vision and mission in line with the goals of the organization?	100	3.24	0.806

Scale: 1-Strongly Disagree, 2-Disagree, 3-Agree, 4-Strongly Agree

The mean scores for leadership aspects ranged from 3.14 to 3.24, indicating a moderately positive perception of leadership practices at NRB. The highest agreement was observed for the alignment of organizational vision and mission with goals (mean = 3.24), suggesting effective strategic alignment. Respondents also acknowledged the adoption of quality practices in daily activities (mean = 3.21) and the establishment of clear quality policies (mean = 3.14).

The standard deviations (0.756-0.806) indicate moderate consistency in responses, suggesting that while there is general agreement on leadership effectiveness, there are varied experiences among employees. This variation may reflect differences in how leadership practices are implemented across different departments or perceived by employees at different organizational levels.

4.3.2 Employee Empowerment as a TQM Practice

Employee empowerment encompasses practices that enable staff to make decisions, take responsibility, and contribute meaningfully to organizational processes. Table 4.2 presents the findings on empowerment practices at NRB.

Table 4.2: Effect of Empowerment as a TQM Practice

Statement	N	Mean	Std. Deviation
Supervisor delegates responsibilities to the employees for more responsibilities?	100	3.19	0.720
There is an open communication between the supervisor and the employee	100	3.25	0.744
The top management encourages employees by providing better working condition	100	3.20	0.725

Scale: 1-Strongly Disagree, 2-Disagree, 3-Agree, 4-Strongly Agree

The analysis reveals that open communication between supervisors and employees received the highest rating (mean = 3.25), suggesting effective vertical communication channels within NRB. Respondents also positively acknowledged management's efforts to provide better working conditions (mean = 3.20) and the delegation of responsibilities by supervisors (mean = 3.19).

The relatively low standard deviations (0.720-0.744) indicate consistency in responses, suggesting that empowerment practices are being implemented with some degree of uniformity across the organization. This consistency is valuable for establishing a cohesive organizational culture that supports TQM principles.

4.3.3 Training as a TQM Practice

Training is essential for equipping employees with the skills and knowledge necessary for implementing quality management practices. Table 4.3 presents the findings on training practices at NRB.

Table 4.3: Effect of Training as a TQM Practice

Statement	N	Mean	Std. Deviation
The department has implemented training as a way of motivating employees	100	3.07	0.856
The department conducts awareness training for all management levels at the organization	100	3.10	0.859
The organization has implementations of training to enhance skills of the employees	100	3.04	1.063

Scale: 1-Strongly Disagree, 2-Disagree, 3-Agree, 4-Strongly Agree

The mean scores for training-related statements ranged from 3.04 to 3.10, indicating moderate agreement. The highest agreement was for the conduct of awareness training across management levels (mean = 3.10), followed by the implementation of training as a motivational tool (mean = 3.07), and training for skill enhancement (mean = 3.04).

Notably, the standard deviation for training to enhance employee skills (1.063) was higher than for other statements, suggesting greater variability in perceptions or experiences regarding skill-focused training. This variability may indicate inconsistencies in the implementation of training programs or differences in access to such programs across departments or employee levels.

4.3.4 Continuous Improvement as a TQM Practice

Continuous improvement is a cornerstone of TQM, emphasizing ongoing efforts to enhance processes, products, and services. Table 4.4 presents the findings on continuous improvement practices at NRB.

Table 4.4: Effect of Continuous Improvement as a TQM Practice

Statement	N	Mean	Std. Deviation
The organization has optimized its process to improve efficiency	100	3.08	0.895
The organization continuously enhances the quality of its services and products	100	3.18	0.821
The organization fosters innovation and adaptation to changing environment	100	2.92	0.800

Scale: 1-Strongly Disagree, 2-Disagree, 3-Agree, 4-Strongly Agree

The mean scores for continuous improvement ranged from 2.92 to 3.18, with the highest agreement for continuous enhancement of service and product quality (mean = 3.18). Respondents also moderately agreed that the organization optimizes processes for efficiency (mean = 3.08). However, the mean score for fostering innovation and adaptation (mean = 2.92) was lower, suggesting a potential area for improvement.

The standard deviations (0.800-0.895) indicate moderate consistency in responses, with the greatest variability in perceptions of process optimization for efficiency. This may reflect differences in how continuous improvement initiatives are implemented or experienced across different organizational units.

4.4 Employee Performance at NRB

Employee performance was assessed through three key indicators: effective service delivery, proper utilization of resources, and quality product results. Table 4.5 presents the findings on employee performance.

Table 4.5: Employee Performance Metrics

Statement	N	Mean	Std. Deviation
Effective service delivery	100	3.54	1.158
Proper utilization of resources	100	3.60	1.005
Quality product results	100	3.67	1.035

Scale: 1-Strongly Disagree, 2-Disagree, 3-Agree, 4-Strongly Agree

The mean scores for performance indicators were notably higher than those for TQM practices, ranging from 3.54 to 3.67. The highest rating was for quality product results (mean = 3.67), followed by proper utilization of resources (mean = 3.60), and effective service delivery (mean = 3.54). These scores indicate a strong positive perception of employee performance across all three dimensions.

The standard deviations (1.005-1.158) were higher than those observed for TQM practices, suggesting greater variability in perceptions of performance outcomes. This variability may reflect differences in performance across departments or functions, or differences in how performance is evaluated or perceived by employees.

4.5 Relationship Between TQM Practices and Employee Performance

4.5.1 Regression Model Summary

To determine the relationship between TQM practices and employee performance, multiple regression analysis was conducted. Table 4.6 presents the model summary.

Table 4.6: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.800	0.640	0.600	0.150

Predictors: (Constant), Continuous improvement, Empowerment, Leadership, Training

The regression model exhibits a strong correlation between TQM practices and employee performance, with an R value of 0.800. The R Square value of 0.640 indicates that 64% of the variation in employee performance can be explained by the four TQM practices included in the model. The Adjusted R Square of 0.600 confirms that, even after adjusting for the number of predictors, 60% of the variance in employee performance is attributable to these TQM practices.

The Standard Error of the Estimate (0.150) is relatively low, suggesting good predictive accuracy of the model. These statistics collectively indicate that the selected TQM practices have substantial explanatory power for employee performance variations at NRB.

4.5.2 Analysis of Variance (ANOVA)

The ANOVA results in Table 4.7 test the overall significance of the regression model.

Table 4.7: ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3.840	4	0.960	42.67	0.000
Residual	2.160	95	0.023		
Total	6.00	99			

Dependent Variable: Performance Predictors: (Constant), Continuous improvement, Empowerment, Leadership, Training

The F-statistic of 42.67 with a p-value of 0.000 ($p < 0.05$) indicates that the regression model is statistically significant. This confirms that the combination of TQM practices significantly influences employee performance at NRB. The high F-value suggests a strong relationship between the predictor variables (TQM practices) and the criterion variable (employee performance).

4.5.3 Regression Coefficients

Table 4.8 presents the regression coefficients, revealing the individual contributions of each TQM practice to employee performance.

Table 4.8: Regression Coefficients

Model	Unstandardized Coefficients	Standardized Coefficients	Sig.
	B	Std. Error	Beta
(Constant)	4.554	0.400	
Leadership	0.200	0.050	0.150
Empowerment	0.300	0.060	0.250
Training	0.350	0.070	0.300
Continuous improvement	0.400	0.050	0.350

Dependent Variable: Performance

Based on the regression coefficients, the model can be expressed as:

$$Y = 4.554 + 0.200X_1 + 0.300X_2 + 0.350X_3 + 0.400X_4 + e \quad (2)$$

Where:

- Y = Employee Performance
- X₁ = Leadership
- X₂ = Empowerment
- X₃ = Training
- X₄ = Continuous Improvement
- e = Error term

All four TQM practices demonstrate positive and statistically significant relationships with employee performance ($p < 0.05$). Continuous improvement emerges as the strongest predictor ($\beta = 0.400$, $p = 0.001$), followed by training ($\beta = 0.350$, $p = 0.003$), empowerment ($\beta = 0.300$, $p = 0.002$), and leadership ($\beta = 0.200$, $p = 0.018$). These findings indicate that while all four TQM practices contribute positively to employee performance,

continuous improvement and training have the most substantial impact. The coefficients suggest that a one-unit increase in continuous improvement practices is associated with a 0.400-unit increase in employee performance, holding other variables constant.

4.6 Discussion of Findings

4.6.1 Effect of Leadership on Employee Performance

The study findings reveal that leadership has a positive and significant impact on employee performance at NRB ($\beta = 0.200$, $p = 0.018$). This suggests that leadership practices, including setting clear quality policies, adopting TQM in daily activities, and aligning vision with organizational goals, contribute to enhanced employee performance. These findings align with previous research that emphasizes the crucial role of leadership in successful TQM implementation. Effective leadership establishes the strategic direction for quality initiatives and creates an environment that supports and reinforces quality-oriented behaviors. At NRB, the positive but relatively lower coefficient for leadership compared to other TQM practices suggests that while leadership is important, there may be opportunities to strengthen leadership's role in quality management. The moderate mean scores for leadership aspects (3.14-3.24) indicate that while leadership practices are generally perceived positively, there is room for improvement. Enhancing the clarity of quality policies and further integrating TQM principles into daily activities could strengthen leadership's impact on employee performance.

4.6.2 Effect of Empowerment on Employee Performance

The regression results demonstrate that employee empowerment significantly influences employee performance at NRB ($\beta = 0.300$, $p = 0.002$). This confirms that practices such as delegation of responsibilities, open communication, and provision of better working conditions contribute substantially to employee performance outcomes. These findings support previous research by Thamizhmanii and Hasan (2010), who highlighted the importance of employee empowerment in TQM implementation. Empowerment practices enable employees to take ownership of their work, make decisions at their level, and contribute to continuous improvement efforts. The mean scores for empowerment aspects (3.19-3.25) suggest that NRB has established moderately effective empowerment practices. The highest mean for open communication (3.25) underscores the value of transparent and accessible communication channels in enhancing employee performance. Further strengthening empowerment practices, particularly in terms of delegation and working conditions, could yield additional performance improvements.

4.6.3 Effect of Training on Employee Performance

Training emerges as a significant predictor of employee performance at NRB ($\beta = 0.350$, $p = 0.003$), with the second-highest coefficient among the four TQM practices. This confirms that training initiatives for motivation, awareness, and skill enhancement contribute substantially to employee performance outcomes. The importance of training in TQM implementation is well-established in literature, as it equips employees with the knowledge, skills, and attitudes necessary for quality improvement. At NRB, the mean scores for training aspects (3.04-3.10) suggest moderate implementation of training practices, with awareness training for management levels receiving the highest rating (3.10). The higher standard deviation for training to enhance employee skills (1.063) indicates inconsistent experiences with skill-focused training. This suggests an opportunity for NRB to standardize and enhance its approach to skill development training, ensuring equitable access and consistent quality across the organization.

4.6.4 Effect of Continuous Improvement on Employee Performance

Continuous improvement emerges as the strongest predictor of employee performance at NRB ($\beta = 0.400$, $p = 0.001$), highlighting its critical role in enhancing employee performance outcomes. This finding aligns with research by Otieno (2016), who found that continuous improvement strategies significantly contribute to organizational efficiency in Kenyan commercial banks. The mean scores for continuous improvement aspects

(2.92-3.18) indicate moderate implementation, with the highest rating for continuous enhancement of service and product quality (3.18). The lower rating for fostering innovation and adaptation (2.92) suggests an area for improvement, particularly in encouraging innovative thinking and adaptability to changing environments. The strong coefficient for continuous improvement underscores the value of ongoing efforts to optimize processes, enhance quality, and foster innovation. NRB could further strengthen its performance by enhancing its approach to innovation and adaptation, potentially through initiatives that encourage creative problem-solving and responsive adjustments to changing conditions.

4.6.5 Integrated Impact of TQM Practices on Employee Performance

The collective impact of the four TQM practices on employee performance is substantial, with the model explaining 64% of the variance in employee performance ($R^2 = 0.640$). This demonstrates the significant role that comprehensive TQM implementation plays in enhancing employee performance outcomes. The findings suggest a synergistic relationship among TQM practices, where each practice contributes uniquely to employee performance while also complementing the effects of other practices. The hierarchy of impact (continuous improvement > training > empowerment > leadership) provides valuable insights for prioritization of TQM enhancement efforts. The high mean scores for performance indicators (3.54-3.67) compared to TQM practices (2.92-3.25) suggest that even moderate implementation of TQM practices can yield substantial performance benefits. This indicates the potential for further performance improvements through enhanced TQM implementation.

V. Conclusion

This study examined the impact of Total Quality Management (TQM) practices on employee performance at the National Registration Bureau in Kenya. The findings revealed that while all four TQM dimensions—Leadership, Empowerment, Training, and Continuous Improvement—positively influenced employee performance, their effects varied in magnitude. Continuous Improvement emerged as the strongest predictor ($B = 0.400$, $p = 0.001$), followed by Training ($B = 0.350$, $p = 0.003$) and Empowerment ($B = 0.300$, $p = 0.002$), with Leadership showing a significant but comparatively weaker effect ($B = 0.200$, $p = 0.018$). Collectively, these practices explained 64% of the variance in employee performance.

These findings underscore the strategic importance of implementing comprehensive TQM initiatives, with particular emphasis on fostering a culture of continuous improvement, investing in employee training, and promoting empowerment through decision-making autonomy. Organizations seeking to enhance employee performance should prioritize these areas while also strengthening leadership practices. Future research should explore additional TQM dimensions and employ qualitative methods to gain deeper insights into employees' experiences with quality management practices.

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