

A Study of the Role of Total Quality Management System in Government Employee Performance Migori County Kenya

Abilah Rossel Omondi

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ABSTRACT

Commitment by governments had been cited as one of the most important factors resulting to success for implementation of total quality management practices in government and thus enabling general government employee performance. However, Rongo Sub County had been facing some challenges that they have been trying to manage. These include; decline in revenue collection, low staff morale, poor service delivery to customers, corruption and insufficient capacity to deal with customer relationship. This study was intended to investigate the role of total quality management on government employee performance and was conducted in Rongo sub-County, Migori County. It was to determine the effects of managerial commitment, practices, policies in employee performance, to assess the quality of employee training in Rongo sub-County, to find out the extent to which Rongo sub-County management focuses on continuous improvement and to determine the extent to which teamwork contributed to government employee performance. The results of this study are useful to other county governments and organizations in Kenya in implementing TQM practices and improving their employee performance. It will also assist the Government in encouraging counties and ministries to adopt TQM principles. The study applied descriptive survey design. This was adopted because the design was concerned with finding out, who, what, which, and how a phenomenon that was the concern of the proposed study. The research study targeted all staff of Rongo sub-County and customers who normally access services offered by the SC. The study applied stratified sampling method, with the sample size of 90. The data collected was obtained from both primary and secondary sources. In primary data, self-developed questionnaires were used, the principal tool for the collection of data were the questionnaires and interview guides. Secondary source included; journals, books and internet. Validity of the instruments was ensured by conducting a pilot study. The study used the pre-testing technique to ascertain the reliability of the data collection instruments. The data was analyzed using descriptive statistics. This was done with the help of statistical package of social science (SPSS).

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LIST OF ACRONYMS AND ABBREVIATIONS

TQM Total Quality Management

RSC Rongo Sub County

CRM Customer Relationship Management

SPSS Statistical Package for Social Sciences

ROI Return on Investment

ROA Return on Assets

SC Sub County

IT Information Technology

CI Continuous Improvement

DEFINITION OF KEY TERMS

Continuous improvement - This involves generating ideas for improvement, testing these ideas, and implementing solutions

Employee performance - The job related activities expected of a worker and how well those activities were executed. Many business personnel directors and governments assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement.

Total Quality Management - Is a management philosophy which focuses on the work process and people, with a major concern for satisfying customers and improving the government employee performance.

CHAPTER 1: INTRODUCTION

1.1 Introduction

This chapter highlights introductory part of the research. It includes; the research background, statement of the problem, general and specific objectives of the study, hypothesis, research questions, justification of the study, limitation of the study, delimitation of the study, significance of the study, assumption of the study and operational definition of terms.

1.2 Background of the study

Globalization in the business theater is driving governments, companies and organizations toward a new view of quality as a necessary tool to compete successfully in worldwide markets. A direct outcome of this new emphasis is the philosophy of total quality management (TQM). In essence, TQM is a government and company-wide perspective that strives for customer satisfaction by seeking zero defects in products and services.

Total Quality Management (TQM) is a management philosophy which focuses on the work process and people, with a major concern for satisfying customers and improving the organizational performance. It involves the proper coordination of work processes which allow for continuous improvement in all business units and governments with the aim of meeting or surpassing customer's expectations (Oakland, 2004). It emphasizes on totality of quality in all facets of an organization with the aim of reducing waste and rework to reduce

the cost and increase efficiency in production. TQM is applicable to any organization or government irrespective of size, and motives, even the public sector organization are fast adopting the ideology in order to make them effective in meeting public demands. Organizational Performance refers to the degree of achievement of the mission at workplace that builds up an employee's job (Cascio, 2006).

TQM has been widely implemented in various firms around the world. Meyer (2000) examined the effectiveness of TQM in a survey of 44 small manufacturing companies in Valencia, Spain. Effectiveness was measured on the basis of managers' satisfaction with the achievement of specific objectives and their estimation of the change in several performance variables over a one year period believed to be a consequence of the quality program. Overall, the managers indicated a high level of achievement of their TQM objectives, and some managers perceived that their TQM programs had resulted in highly positive effects. Walley (2000) provided insights to the effect of TQM in SMEs in the UK farming sector. Respondents were asked to rate the role of TQM on a range of criteria. Based on the responses of 25 farmers who had implemented TQM (15.2% of the sample), Walley (2000) concluded that although some farmers had indicated that TQM had resulted in slight decreases in criteria such as 'cost efficiency' and "profitability". On average TQM appeared to have a great positive effect on overall performance. Criteria where TQM had a major impact were "quality awareness" and "employee morale".

The Kenyan economy has remained predominantly agro-based since independence, with the TQM remaining an integral factor of country's development strategies. The manufacturing sector for instance has been and is an important source of employment for the country's labour

force and currently employs about 2.7 million Kenyans. Over the last 5 years, employment in manufacturing has grown at a rate faster than in all other activities. The sector's real value added grew by 6.2% in 2007 compared to 6.3% in 2006. Total value output rose to Ksh 603.7 billion in 2007 from Ksh 558.3 billion in 2006 representing 8.1% growth (Government of Kenya, 2012). Since 2003, the sub-sectors that recorded growth due to implementation of TQM were meat and dairy products, canned vegetables, fruits, fish, oils, fats; beverages and tobacco; petroleum and other chemicals among others. The significant growth recorded in key sub-sectors was mainly due to the role of TQM that the various organizations in the manufacturing Industry put in place. These include opening up of new processing plants, diversification of products, increased capacity utilization and a construction boom leading to increased regional trade especially for firms exporting manufactured goods. Growth in business investment on the other hand increased output in manufacturing hence contributing to the overall economy.

Migori County is one of the 47 county governments in Kenya. The county is situated in what was formerly known as Nyanza Province, and borders Narok County to the east, Kisii County to the north, Homa Bay County to the west and Tanzania to the south. Migori County has eight sub-counties namely: Rongo, Uriri, Awendo, Suna East, Suna West, Nyatike, Kuria East and Kuria West. The county is headed by the County Governor, who, together with the Executive Members ensures its daily running.

Rongo sub-County is one of the eight sub-counties in Migori County. The sub-County is headed by the sub-County Administrator. Other officials within the SC include the finance officer, the revenue officer, town planner, licensing officer, enforcement officer, bus park

attendants, among others. Like many other SC's, Rongo sub-County is tasked with the responsibility of acting as an instrument of community at the grass root level and to promote and watch over particular interests of Rongo residence. The SC is tasked with managing local public property such as a recreational park, playing ground, public halls, and churchyards; provision of services such as allotments, public lighting, footpaths, public lavatories, bus shelters, public seats and litter bins; encouraging voluntary initiative such as sponsoring entertainments, arts and crafts, tourism; defense of local interests including the statutory right to ensure planning and making necessary recommendations to the County Government of Migori, undertaking consultations before making by-laws; guardianship of local traditions and rights; rating and finance. Rongo sub-County collects rates on behalf of the County Government of Migori. This money is spent in administration, maintenance of social amenities, provision of information services, publicity and public services and maintenance.

Before the introduction of TQM practices, service provision at Rongo sub-County (formerly Town Council of Rongo) was more or less haphazardly organized, and this was evident in the low performance of council staff, and consequently, lower quality service provision to their clients. However, in 2001, the council introduced TQM in its service delivery with an objective to satisfy the larger clientele and since then, the town council has been implementing TQM practices in all its operations, and this has been evidenced through its activities including service delivery using qualified staff, carrying out investigations to unearth possible solutions to council's daily operation-related problems and through other general practices.

The study, therefore, focused on the role of total quality management on service provider's performance with specific reference to Rongo Sub-County of Migori County. The quality issue began at the conceptual stage and an analysis of this situation led to the diagnosis of the vital results of adopting TQM practices by a service provider.

1.3 Statement of the problem

Even as service providers strive to meet customer's expectation, there still exist some flaws in the process involved in service delivery. Rather than take the whole process as a matter of importance, most local authorities narrowed down their quality approach to few operations in order to cut cost. The introduction of the devolution system of government is now changing the face of service delivery in these governments as these county governments tend to adopt TQM ideology.

Besides, while local authority is considered to be a basic level and point of contact of government to the people, the management of the local authorities in Kenya has been faced with setbacks due to several bottlenecks. This calls for deliberate action that will bring about the necessary changes in service delivery (Government of Kenya, 2010).

1.4 Objectives of the study

1.4.0. General objective

The general objective of this study was to investigate the role of TQM on government employee performance: a case study of Rongo sub-County, Migori County.

1.4.1. Specific objectives

1. To determine the effects of managerial commitment and practices in ensuring improved service delivery at Rongo Sub county.
2. To assess the quality of government employee training in improved employee relation and participation.
3. To find out the extent to which Rongo sub-County employees focuses on continuous improvement to enable government performance.
4. To determine the extent to which employees commitment to their work enhances government performance at Rongo Sub-county

1.5 Research questions

1. What are the effects of managerial commitment and practices on improved service delivery at Rongo Sub County?
2. What is the effect of quality government training of employees in improving employee relation and participation?
3. To what extent does Rongo sub-County employees focuses on continuous improvement to enable government employee performance?

4. To what extent do employees' commitment to their work enhances government performance at Rongo Sub-county?

1.6 Significance of the study

The findings of this study is useful to county governments and other organizations in Kenya that are currently implementing TQM practices, as well as those seeking to establish TQM practices within their systems with the aim of improving performance of their businesses. It will also assist the County Government of Migori in encouraging other SC's and organizations within the county to adopt TQM principles in order to ensure sustained growth and improved performance, and in turn, support and lead to an improved economy of the county. This study is useful to other county governments in Kenya in developing their economies. Another relevance of this study is to serve as a guide for researchers who focus on quality management to strategise and help maintain competitive advantage of a given government through implementation of TQM practices.

1.7 Limitations and delimitations of the study

Like in any other social research, the participants of this study may not be honest in giving the information or may simply give incorrect information to please the interviewer. Besides, the study only focuses on Rongo sub-County in Migori County. Therefore, this cannot enable generalizability of other counties. Despite the latter challenges anticipated, the researcher has to believe the information obtained from the respondents since there would be limited control over the data collection instruments and the participants. Also, the researcher, based on the time frame, have to deal with Rongo sub-County only.

1.8 Scope of the study

The study was concerned with the role of TQM on government employee performance: a case study of Rongo sub-County, Migori County. It was conducted in Rongo sub-County, located in Migori County and was done between June and November 2014.

1.9 Justification of the study

The goals of TQM as reviewed by (Oakland, 2004) include; focusing on the work process and people, major concern for satisfying customers and improving the employee performance. It also involves the proper coordination of work processes which allow for continuous improvement in all business units and governments with the aim of meeting or surpassing customer's expectations and thus this study would enhance government employee performance in the selected Migori County.

It is also hoped that the research will lead to an increase in top management commitment in implementation of various TQM practices and this would not only be implemented in the selected County but among various organizations and governments worldwide. Finally, this study would also be of importance to the researcher since it will lead to the award of Master's Degree in Governance and Ethics.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter discusses the literature related to the role of TQM system on employee performance. It particularly focuses on managerial practices and policies, quality of employee working conditions, the extent to which management focuses on level of skills and knowledge of staff, and the extent to which leadership/management is committed to TQM programs. This chapter consists of the literature review as derived from research works by other researchers obtained from manuals, journals, magazines and the internet. The chapter focuses on the theoretical framework, empirical review, the research gap and conceptual framework.

2.2 Theoretical Literature

Theories are important in predicting, explaining and mastering phenomenon (behavior of systems, events, activities of employees and time). Generalizations about observations were made in theories. A theoretical framework explained the existence of the problem under study. It mainly guided how the research was conducted. It was important to the researcher because

it provided a general framework of the study. The study was based on the subsequent discussed theories.

Deming's Theory

Deming's theory of TQM rests upon fourteen points of management. He identified the system of profound knowledge, and the Shewart Cycle (Plan-Do-Check-Act) (Deming, 1986). He is known for his ratio - Quality is equal to the result of work efforts over the total costs. If a company is to focus on costs, the problem is that costs rise while quality deteriorates. Deming's system of profound knowledge consists of the following four points: System Appreciation - an understanding of the way that the company's processes and systems work, Variation Knowledge - an understanding of the variation occurring and the causes of the variation, Knowledge Theory - the understanding of what can be known, Psychology Knowledge - the understanding of human nature

By being aware of the different types of knowledge associated with an organization, then quality can be broached as a topic. Quality involves tweaking processes using knowledge. The fourteen points of Deming's theory of TQM are as follows: Create constancy of purpose, Adopt the new philosophy, Stop dependencies on mass inspections, Don't award business based upon the price, Aim for continuous production and service improvement, Bring in cutting-edge on the job training, Implement cutting-edge methods for leadership, Abolish fear from the company, Deconstruct departmental barriers, Get rid of quantity-based work goals, Get rid of quotas and standards, Support pride of craftsmanship, Ensure everyone is trained

and educated and Make sure the top management structure supports the previous thirteen points.

Plan-Do-Check-Act (PDCA) is a cycle created for continuous improvement. In the planning phase, objectives and actions are outlined. Then, you do your actions and implement the process improvements. Next, you check to ensure quality against the original. Finally acting requires that you determine where changes need to occur for continued improvement before returning to the plan phase.

Crosby's Theory

Philip Crosby is another person credited with starting the TQM movement. He made the point, much like Deming, that if you spend money on quality, it is money that is well spent Crosby, (1979). Crosby based on four absolutes of quality management and his own list of fourteen steps to quality improvement. Crosby's four absolutes are: We define quality as adherence to requirements, Prevention is the best way to ensure quality, Zero Defects (mistakes) is the performance standard for quality and Quality is measured by the price of nonconformity The fourteen steps to continuous quality improvement, for Crosby, are: Attain total commitment from management, Form a quality improvement team, Create metrics for each quality improvement activity, Determine cost of quality and show how improvement will contribute to gains, Train supervisors appropriately, Encourage employees to fix defects and keep issues logs, Create a zero-defects committee, Ensure that employees and supervisors understand the steps to quality, Demonstrate your company's commitment by holding a zero defects day, goals are set on 30, 60, or 90 day schedule, Determine root causes of errors,

remove them from processes, Create incentives programs for employees, Create a quality council and hold regular meetings and Repeat from step one.

2.2.0. Managerial commitment and practices on government performance

Leaders in a TQM system view the government as a system; support employee development; establish a multipoint communication among the employees, managers, and customers; and use information efficiently and effectively. In addition, leaders encourage employee participation in decision-making and empower the employees. Top management commitment and participation in TQM practices are the most important factors for the success of TQM practices. Managers should demonstrate more leadership than traditional management behaviors to increase employees' awareness of quality activities in TQM adoption and practices (Goetsch and Davis 2010).

Similarly, (Buckman, 2009) posits that management role in quality management has been highlighted as one of the crucial requirement for a successful quality improvement implementation. According to Pheng and Jasmine (2004), the degree of support that management takes in the implementation of a total quality environment is very critical to the success of TQM implementation and TQM cannot be fully implemented if there is lack of commitment from top management. Commitment of top managers in TQM implementation will enable the employees to follow their direction and way of working. Pheng and Jasmine (2004) further points out that with the adoption of TQM there is the benefits of higher customer satisfaction, better quality products and higher market shares.

Emerald (2005) emphasized that, for a successful application of the management theories and to achieve a long term goals, it is of great importance if top management could avoid losing focus of their managerial role; as role model and active participant in decision implementation. In addition, the success of a government is when top management are fully involved in work process, with follow-ups and free flow of information or communication. Andersson (2007) highlighted management concept as planning or organizing processes that will lead to control of all types of resources in an organization, in order to reach a common vision. This will eventually transcend to continuous evolution of modern quality management as government favorably respond to changes in business demands.

Baranzelli (2009) reported that ideological perspective on TQM has been focused on the aspect of leadership in TQM implementation. It was later concluded in the same report that an embedding of TQM promotes a logical innovation with shared values that helps to nurture organizational culture where entrepreneurial spirit is consciously buffered and it supports business environment challenges. The success of an embedding of TQM should be aided by the top and upper management that allows the use of co-mediated quality expert.

Boyd (2009) postulates that quality leadership by top management has been emphasized and supported by many researchers as the basis for proper implementation of TQM in order to achieve customer satisfaction, quality product, continuous improvement and job satisfaction. In order to achieve total quality, it is imperative that the top managers should clearly define the quality goals and as well treat quality as an important aspect. They are expected to set quality as a priority while allocating adequate resources to continuous quality improvement and evaluating employees based on their performances (Bovaird, 2009).

The magnitude of a successful project depends on the level of top management commitment (Kluse, 2009). Project rejections, acceptance, resistance and variation is a function of management support, thus, their involvement at all stages or levels, empowering employees where necessary and managing resources is of paramount importance, (Mauch,2010). Rother (2010) identified three main facets of top management support which are crucial in TQM practice and project realization; showing interest by participating in team meetings, willingness to spend time with people and listen to feedback as well as willing to help resolve problem, providing necessary resources, including training and other crucial resources and providing leadership by helping to translate plan into action, regular review of project. They also emphasized the fact that top management are expected to set the overall directions of the project by formally forming an executive steering committee to tract, review and monitor the project progress.

2.2.1. Quality employee training and government performance

In the fast pace changing world of business and environmental uncertainty, government realizes its limitation of dealing with new challenges (Tai, 2006). However Tai further states that the government should invest in capacity building and training programs to make their employees competent enough to face uncertainties and take effective decision in time, in order to remain competitive in the market. Effective training is beneficial for the government in variety of ways, such as, it plays a vital role in building and maintaining capabilities, both on individual and organizational level, and thus participates in the process of government change (Read, 2010). Moreover, it enhances the retention capacity of talented workforce, hence decreasing the unintentional job rotation of the workers (Bennis and Warren, 2008). Furthermore, it indicates the government's long-term commitment towards its workers and

increases the employee's motivational level (Baranzelli, 2008). All these contributions lead to achieving competitive advantage (Boyd, 2009) and to an enhancement in employee performance and government productivity (Bovaird, 2009).

Similarly improved capabilities, knowledge and skills of the talented workforce proved to be a major source of competitive advantage in a global market (McKinsey, 2006). To develop the desired knowledge, skills and abilities of the employees, to perform well on the job, requires effective training programs that may also effect employee motivation and commitment (Holzer and Marc, 2009). In order to prepare their workers to do their job as desired, government provides training as to optimize their employee's potential. Most of the government, by applying long term planning, invests in the building new skills by their workforce, enabling them to cope with the uncertain conditions that they may face in future, thus, improving the employee performance through superior level of motivation and commitment. When employees recognize their governments' interest in them through offering training programs, they in turn apply their best efforts to achieve government goals, and show high performance on job.

Employees are the most valuable asset of every government as they can make or break a government's reputation and can adversely affect profitability. Employees often are responsible for the great bulk of necessary work to be done as customer satisfaction and the quality of products and events (McKinsey, 2006). Without proper training, employees both new and current do not receive the information and develop the skill sets necessary for accomplishing their tasks at their maximum potential. Employees who undergo proper

training tend to keep their jobs longer than those who do not. Training is a necessity in the workplace. Without it, employees don't have a firm grasp on their responsibilities or duties.

According to Phan and Abdallah (2011), managers are trying their level best to develop the employee's capabilities, ultimately creating good working environment within the governments. For the sake of capacity building managers are involved in developing the effective training programs for their employees to equip them with the desired knowledge, skills and abilities to achieve government goals. This struggle by the top management not only improves the employee performance but also creates positive image of the government worldwide, (Symonds, 2009).

Amongst the important function of human resource management, one of the crucial functions is employee development through proper training and development programs. Employee development refers to the capacity and capability building on an employee, and thus as of whole government, to meet the standard performance level (Peotter. 2009). More the developed employees, more they are satisfied with their job, hence increasing the government productivity and profitability (Cascio, 2006).

With regards to the current study, from the latter studies, it implies that if management of the County could focus on training and improving the employees' skills, then this could lead to increased revenues, profits, proper customer relations and hence enabling development toward enhancing successful County government success. This is in line with the findings of (McKinsey, 2006), who stated that to develop the desired knowledge, skills and abilities of the

employees, to perform well on the job, requires effective training programs that may also affect employee motivation and commitment.

2.2.2. Continuous improvement and government employee performance.

Today, irrespective of the business domain, companies and governments must focus on speed, efficiency, and customer value to be globally competitive, and the long-term health of any organization depends on their commitment to continuous improvement (Rother, 2010). This type of vision helps companies remain competitive in the face of customers' constantly changing and evolving expectations (Read, 2010). The principles, practices, and techniques embodied within continuous improvement form a comprehensive organizational philosophy that strives to effectively fulfill customers' needs and organizations implement such programs in order to create the knowledge necessary to improve performance (Rother, 2010).

Continuous improvement typically involves generating ideas for improvement, testing these ideas, and implementing solutions (Burda, 2010). To support these efforts, there are many techniques (e.g., lean and/or quality improvement methods) from which practitioners can choose to monitor, analyze, and improve work processes, which help to improve both productivity and quality. These techniques help teams effectively use their collective knowledge to develop shared understandings and solve problems (Merrill, 2009).

The Continuous Improvement (CI) consists of establishing customer requirements (internal or external), meeting the requirements, measuring success, and continuing to check customers' requirements to find areas in which improvements can be made. According to Holzer and Marc (2009) CI is viewed as a particular set of routines that can help an organization to

improve performance. Many researchers view CI as a dynamic process, focus on improvement programs and their relationship to other organizational elements in the organization and its environment.

In addition, a number of key routines are considered essential if CI is to be developed to its full potential in an organization, such as learning from experiences, capture and deployment of individual learning. Oliver (2009) stated that a learning focus can encourage employees to provide feedback to evaluate performance, enabling the outcomes of the CI activities to be incorporated into the knowledge base within the organization. According to Oliver (2009) CI can help to configure the necessary maintenance organization structure in order to facilitate the CI and thus organizational performance.

2.2.3. Employees commitment and government performance.

It is necessary for every organization and government to have full level of its employee commitment in order to have outstanding performance on long term basis Holzer and Marc (2009). Currently employees act like entrepreneurs when they work in a team and every member of the team tries his level best to prove one the best amongst all others (Holzer and Marc, 2009). Increase in commitment level of employees in organization ultimately increases the performance of their employees. In the past, organizations provided job security to its employees to improve their commitment level in the organization and to improve their productivity (Kluse, 2009).

Higher level of employee commitment in the organization for individual projects or to the business is assumed as a major reason for better employee performance that leads to organizational success. Continuous research on employee commitment and its effect on

employees' efficiency and organizational performance are being done since four decades. (Bovaird, 2009).

Merrill (2009) classifies employee commitment into three groups namely: effective commitment; continuance commitment; and normative commitment. Employees who have a strong affective commitment continue to do work with the organization because they want to do so. Employees with continuance commitment remain with the organization because they need to do so. Employees with a high level of normative commitment stay with the organization because they think they ought to remain it. Many studies have proved that affective commitment is positively connected with employee commitment. (Baranzelli, 2009). Where there is a high level of employee commitment, there will be low turnover and that employee will perform better with less absenteeism (Boyd, 2009).

There are certain things that really affect employee commitment like: work load, less acknowledgement and less compensation. Buckman (2009) defines commitment as the enhanced functional and operational performance, including quality as the main principal. Cascio (2006) has shown positive relationship between the job related well-being and affective commitment.

2.3 Empirical Literature

From a study carried out by Conti (2010), on some governments between the Mexican and US borders in implementing TQM, management leadership was seen as an important aspect. It showed that, significant changes could be brought to a government, company or institutions, based on the nature of management commitment. Their work resulted to five fundamental

hypotheses that relate to the relationship between top management commitments viz; top management commitment has a positive impact on the level of employee empowerment. Top management commitment has a positive relationship on the level of employee training. Top management commitment has a positive impact on teamwork. Top management commitment has a positive relationship on the impact performance appraisal system and that top management commitment has a positive impact on employee compensation system.

Fotopoulos and Evangelos (2010) investigated the effects of service quality of audit firms on customer satisfaction and behavioral intentions. They found that customer satisfaction mediates perceived service quality dimensions and customer loyalty. They also found that assurance is the most important dimension of the service quality of audit firms followed by reliability, responsiveness, empathy, and lastly tangibles. Thus, managers in this case should focus on employees' knowledge, courtesy, ability to deliver the promised service dependably and accurately and their ability to help customers and provide service willingly in order to improve the service quality.

2.4 Identification of Research gaps

Research literature has shown that effective application of some management practices enables various governments' employees to be committed to their work for good performance of the government (Chen, 2009). However this has not been eminently evidenced in Rongo Sub-County and thus this study seeks to determine the influence of management practices and policies on employee performance in Rongo Sub-County.

Many executives are under the mistaken impression that the level of employee performance on the job is proportional to the size of the employee's compensation package. Although

compensation package is one of the extrinsic motivation tool (Cronely and Courtney, 2010) it has a limited short term effect on employees' performance. A widely accepted assumption is that better workplace environment motivates employees and produces better results. This study will therefore establish how the quality of work environment affects employees' performance in Rongo Sub-County.

According to Bovaird, (2009), training impacts government competitiveness, revenue and performance. Unfortunately, the majority of governmental, private organization and international organizations are not recognizing the importance of training to increase their employee's productivity and when the economy slows or when profits decline, many governments first seek cuts in their training budgets. This will lead to high job turnover then increase the cost to hire new employees which low down the government profitability. This study will therefore establish the effect of management focus on skills and knowledge of staff on employee performance and general government performance.

Top management commitment and participation in TQM practices are the most important factors for the success of TQM practices. Managers should demonstrate more leadership commitment to increase employees' awareness of quality activities in TQM adoption and practices (Goetsch and Davis 2010). However, it is evident in most governments in our country, that leadership commitment is not implemented and employees are not major concern. The current study will therefore establish the influence of leadership commitment in implementation of TQM on government employee performance. Generally, TQM as a management strategy has majorly been implemented in business and corporate organizations. It is therefore a new field in the government circles since the role of governments have

changed from service provider to a partner in service provision. The government therefore seeks new and better ways of service provision.

2.5 Conceptual framework

A conceptual framework is “the abstract, logical structure of meaning that guides the development of the study and enables the researcher to link the findings to the existing body of knowledge” (Kothari, 2008). The conceptual framework in Figure 1 aims at showing the relationship between total quality management practices and employee performance.

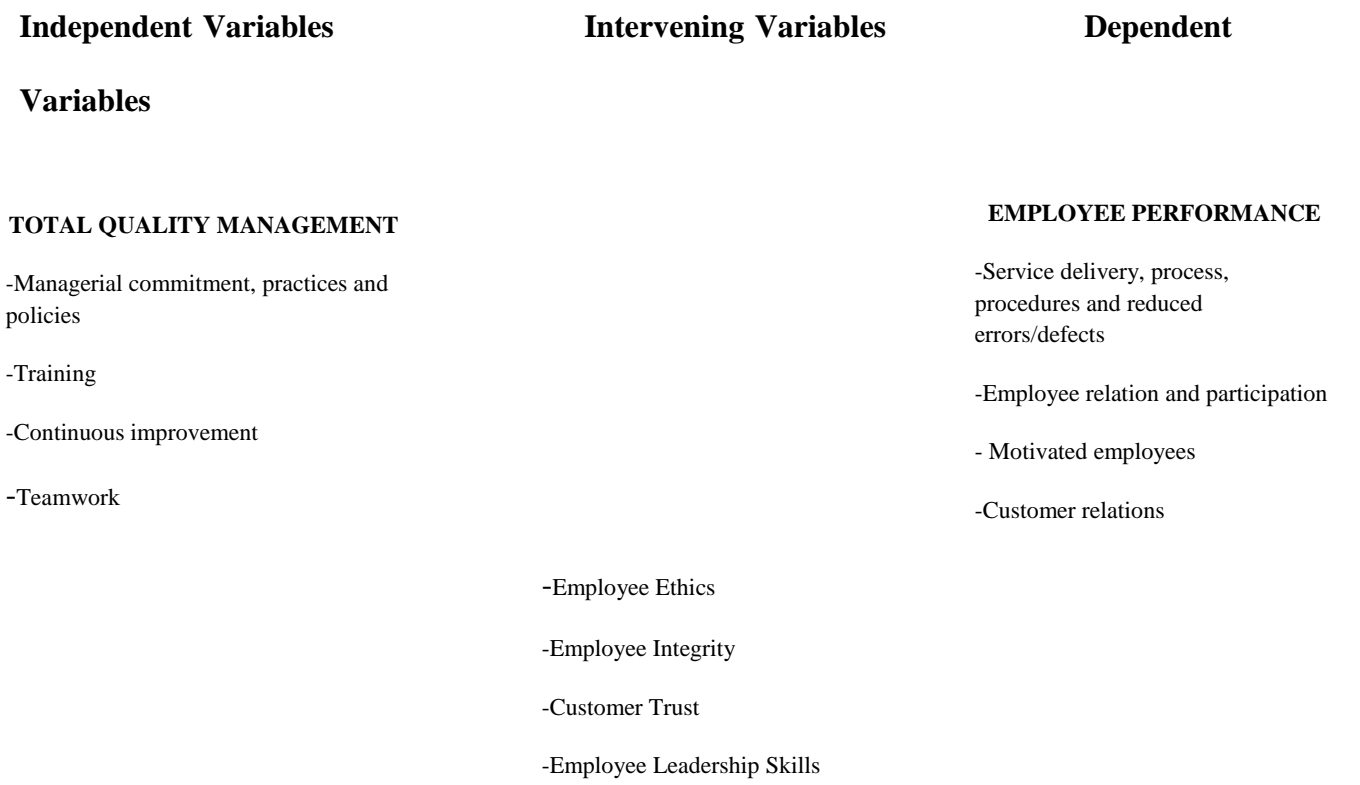


Figure 1: Conceptual Framework. TQM: Total Quality Management
Researcher 2014

CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter highlights the research methodology which was employed for the study. These included; the research design, target population, sampling method, data collection method, data analysis and reporting, limitation of the study, research ethical issues and expected research outcome.

3.2 Research Design

The study was a descriptive survey which determined the role of Total Quality Management systems on employee performance. Kothari (2008) suggested that the descriptive study is appropriate when the purpose of the study is central of providing accurate statistical reliable data on how much, how many and how often. According to Oso and Onen (2008), descriptive study is concerned with finding out, who, what, which, and how a phenomenon that is the concern of the proposed study. Data was collected in order to test the hypotheses and answer the questions concerning the current status of the subject.

3.3 Target Population

The research study targeted all staff of Rongo sub-County and customers who had been accessing services offered by the SC. The staff included those working in management and the operations departments. The choice of these departments was based on the fact that they were the ones who had been interacting with clients most often. Therefore, employees working in these sections provided more requisite key informant data that necessitated triangulation of data gathered from clients.

3.4 Sampling Procedures and Techniques

The study applied stratified sampling method, a probability sample that was distinguished by a two-step procedure, were used to choose a sample. The sample size consisted of 90 respondents. In a stratified sample, the parent population was divided into mutually exclusive

and exhaustive subsets, and a simple random sample of elements was chosen independently from each group of subset (Oso and Onen, 2008).

3.4.0. Sample Population

For this study, the formula was applied to calculate the sample size. Being a population based study the appropriate sample size was traditionally determined largely by three factors. These included the estimated number of clients who got served by the Rongo sub-County management, the desired level of confidence and the desired margin of error acceptable in statistical circles. The design adopted by this study was based on a single population proportion guided by the principle of stratified sampling; hence the sample size required was calculated according to the following formula as developed by Kothari (2008).

Step 1: Base sample

$$n = \frac{(Z_{1-\alpha/2})^2 (p*q)}{d^2}$$

Description:

n Required sample size

$Z_{1-\alpha/2}$ Critical value associated with confidence level at 95% (Standard value of 1.96)

p Estimated number who are satisfied with TQM as applied by the sub-County at 5% (standard value of 0.03)

q 1-p

d Margin of error set at 5% (standard value of 0.05)

Calculation:

$$\frac{1.96^2 \times 0.05(1-0.05)}{0.05^2} = \frac{3.8416 \times 0.0475}{0.0025} = \frac{0.18248}{0.0025}$$

$$n = 72.992 \approx 73$$

Step 2: Design Effect

This study will be designed for a stratified sample, and not a pure simple random sample. To correct the difference in design, the sample size will be multiplied by the design effect (**D**). The design effect is assumed to be between 1 and 2 for surveys using stratified sampling methodology. For this study, 1.15 was used as the design effect

Adjusting for the design effect

$$n \times D$$

$$73 \times 1.15 = 83.95 \sim 84$$

Step 3: Contingency

To account for contingencies such as non-response or recording errors, the sample is further increased by 5%.

Adjusting for contingency

$$n + 5\% = 84 + (5/100 \times 84)$$

$$= 84 + 4.2$$

$$= 88.2 \approx 89$$

Using a conservative figure for ease of data management and analysis, a total of 90 respondents was therefore selected for the study

3.4.1. Sample size determination for staff

Purposive sampling technique was used to select participants from the staff population. This non-probability procedure, which allowed the researcher to use cases that had the information required in the study. Such cases were handpicked because they were informative or possessed the required characteristics. In situations where the target population was too small, it was logical to include all elements in the sample. On this basis, all were involved.

Basing on urban-rural residence for the customers, the sample population was distributed proportionately. For the staff, the sample was distributed on equal measures between management staff and operations staff as shown in Table 3.1 below.

Table 3.1: Sample determination of respondents

No.	Respondent type	Strata	Sample size	Inclusion criteria
1.	Customers	Urban	45	Has been receiving services since period before 2001
		Rural	45	Has been receiving services since period before 2001
2.	Staff	Management staff	10	Works in sub-County's service delivery
		Operation staff	10	Works in sub-County's

				service delivery
--	--	--	--	------------------

3.5 Data Collection Methods and Procedures

The data collected was obtained from both primary and secondary sources. In primary data, self-developed questionnaires were used. The principal tool used for data collection was the questionnaires. The first part was the cover letter and the second part was designed to measure demographic information. The third part aimed at identifying the TQM variables. The researcher obtained a letter of introduction from the School of Post Graduate Studies Mount Kenya University, which was issued to the administration of the SC. The researcher used ‘drop and pick’ method to administer questionnaires to the sampled staff. Moreover, the researcher interacted with customers who came to seek for services at the sub-County offices, from where the researcher was able to seek consent from clients to participate in the study, and administer the questionnaire. A cover letter accompanied each questionnaire explaining the purpose of the study and assurance of confidentiality. Secondary data was collected from libraries, internet and other reading materials available and accessible.

3.6 Testing for Validity and Reliability of Research Instruments

Validity is the extent to which research instruments measure what they intend to measure (Oso and Onen, 2008). Validity of the instruments were ensured by experienced researchers to ascertain their suitability. To further establish the instrument validity, a pilot study was conducted. The purpose of the pilot study was to assess the clarity of the instrument in capturing information. All items were anticipated to be of good quality and appropriate for data collection.

Reliability of research instrument concerned the extent to which the instrument yielded the same results on repeated trials. As much as there was some degree of unreliability, there was a need to ensure consistency of data gathered at different times by the use of quality instruments. This study used the pre testing technique to ascertain the reliability of the data collection instruments.

3.8 Ethical Consideration

Ethical guidelines were followed since the researcher had sought permission from the management of the SC in order to carry out the study in the SC. The information which was gathered from the study was only used for the academic purpose. Data gathered from this study was not divulged to the third parties at any cost. To this end, information provided was treated as private and confidential and solely for this study. Names of respondents were not in any way disclosed so as to protect their rights.

CHAPTER 4: RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction.

The data was analyzed using descriptive and inferential statistics. This was done with the help of statistical package for social science (SPSS). Descriptive statistics involved the use of mean and standard deviation to draw conclusion based on the data collected and to help in obtaining a meaningful conclusion on the role of TQM in government employee performance. The results were presented using tables, charts and graphs for easy understanding

4.1.0. The Managerial Commitment and Practices on improved service delivery at Rongo Sub-county.

			General satisfaction with the services received from the Sub-County		Total
			Yes	No	
Duration (in years) of interaction	12+	Count	14	26	40
		% within duration interacted with services that the town council offers	35.0%	65.0%	100.0%
	6 - 11	Count	3	4	7
		% within duration interacted with services that the town council offers	42.9%	57.1%	100.0%
	3 - 5	Count	4	8	12
		% within duration interacted with services that the town council offers	33.3%	66.7%	100.0%
	0 - 2	Count	8	9	17

	% within duration interacted with services that the town council offers	47.1%	52.9%	100.0%
Total	Count	29	47	76
	% within duration interacted with services that the SC offers	38.2%	61.8%	100.0%

Table 4.1.0: Duration employees have interacted with the services that the SC offers against the general Satisfaction.

Table 4.2 shows that the employees who have interacted with the town council services for 3-5 years were unsatisfied with the services and this translated to 66.7% of the number of population interviewed

This is followed by those who have lived for more than 12 years which was at 65.0% who were unsatisfied with the services. Generally, there is un-satisfaction by the employees with the services offered to them by the SC which translated to 61.7% of the total number of population interviewed. The number who was satisfied was at 38.2%.

The level of un-satisfaction resulted from the poor service delivery, in terms of time of delivery, quality of services offered, bribery or corruption, mistrust and confidentiality by the SC as summarized in the frequency Table 4.2.

	Frequency	Percent	Valid Percent	Cumulative Percent
Too long	42	55.3	55.3	55.3
Acceptable	28	36.8	36.8	92.1
Not sure	6	7.9	7.9	100.0
Total	76	100.0	100.0	

Table 4.2: Respondents' opinions on length of time of service delivery by the SC to the clients

Table 4. 2 shows that the time taken by the SC to serve their clients is too long which translated to 55.3% and this constituted to poor service delivery as summarized in Figure 2.

Pie chart showing the time of service delivery by the council to the clients

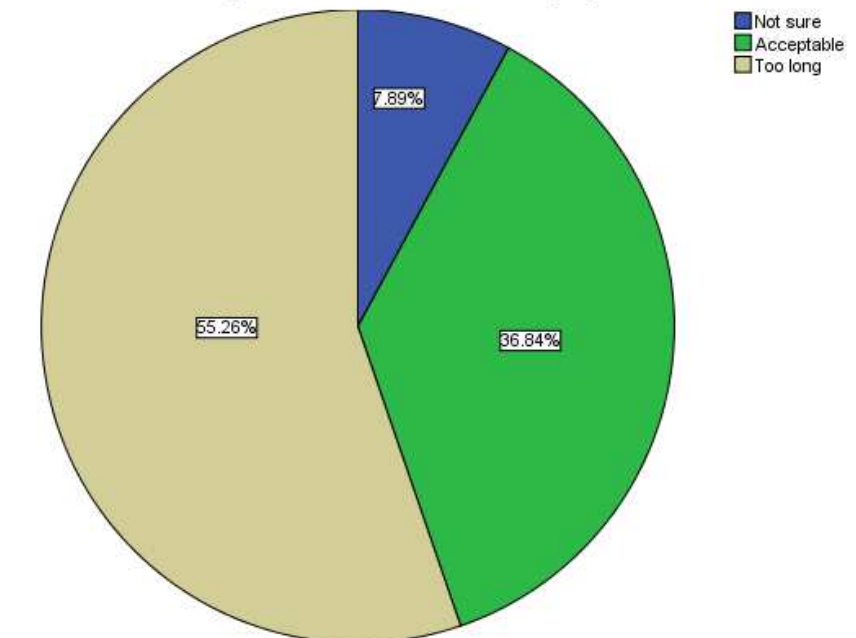


Figure 2: Time of service delivery by the SC to the clients

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	32	42.1	42.1	42.1
Not sure	18	23.7	23.7	65.8
Agree	14	18.4	18.4	84.2
Disagree	11	14.5	14.5	98.7
Strongly agree	1	1.3	1.3	100.0
Total	76	100.0	100.0	

Table 4.3: Opinions of the clients on how they get services from SC without bribery or any corrupt ways

Most of the clients get services from the SC with bribery or corruption as per the frequency Table 4.3. The table shows that 42.1% of the total numbers of population interviewed strongly disagree with the fact that they get services from the sub-county without bribery or any corrupt way. Only 1.3% strongly agrees that there is no corruption within the sub-county. This act of practice also derails the rate of service delivery by the SC.

This is as summarized in the pie chart below.

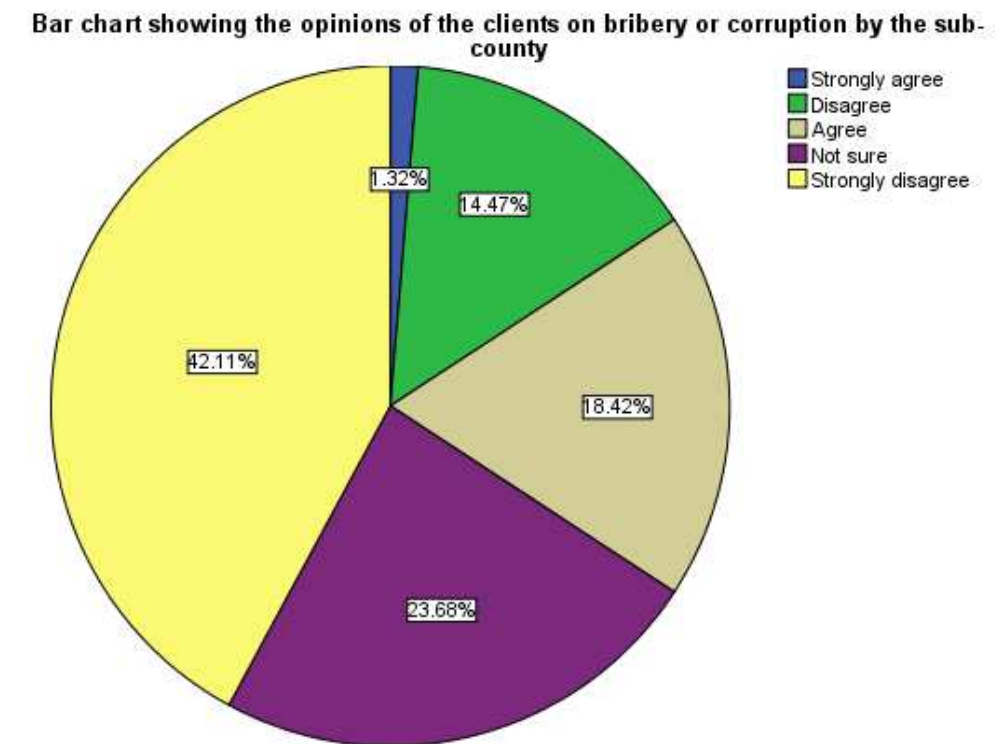


Figure 3: Opinions of the clients on bribery or corruption as one of the practice by the SC of Rongo

	Frequency	Percent	Valid Percent	Cumulative Percent
Just average	47	61.8	61.8	61.8
Poor	18	23.7	23.7	85.5
Quality	11	14.5	14.5	100.0
Total	76	100.0	100.0	

Table 4.4: Frequency table showing the Quality of services offered by the Sub-county

The quality of services offered by the SC is generally low. According to the respondents in frequency Table 4.4, only 14.5% agreed that the sub-county offers high quality services and 61.8% said that the services were just average. The lower quality of the services offered, the poor the service delivery. This is as summarized in Figure 4.

Pie chart showing the Quality of services offered by the Sub-county to the cliets

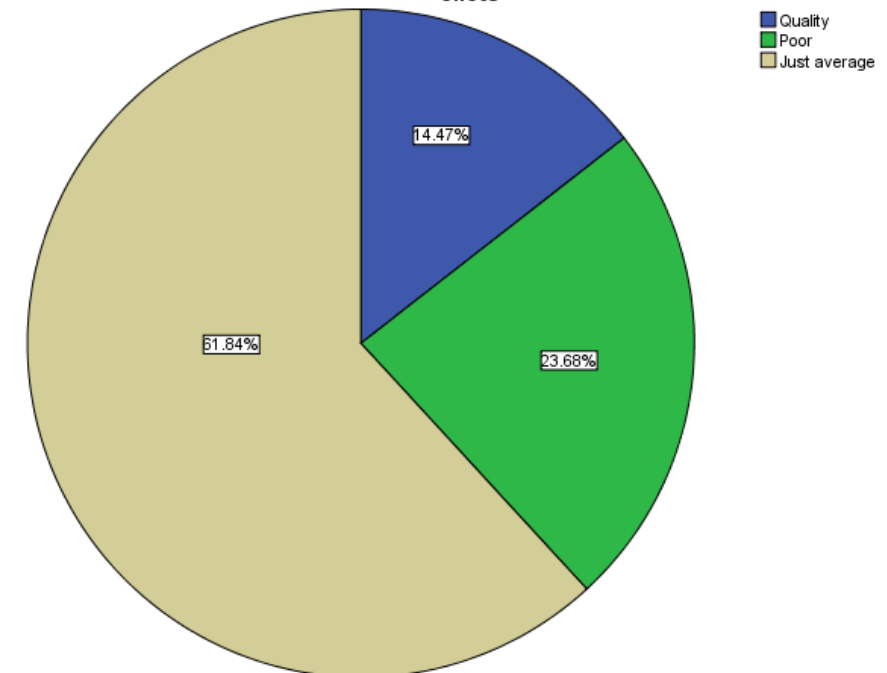


Figure 4: Quality of services offered by the SC to the clients in

Rongo

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	23	30.3	30.3	30.3
Not sure	18	23.7	23.7	53.9
Disagree	16	21.1	21.1	75.0
Agree	14	18.4	18.4	93.4
Strongly agree	5	6.6	6.6	100.0
Total	76	100.0	100.0	

Table 4.5: Level of trust, confidentiality of information, asset or cash by the clients to the SC

Most of the clients strongly disagree that there is trust, confidentiality of information, asset or cash by the sub-county, and this translated to 30.3%. Only 6.6% strongly agree and can trust

the SC with any information, cash or asset as shown in frequency Table 4.5. This is also summarized in Figure 5.

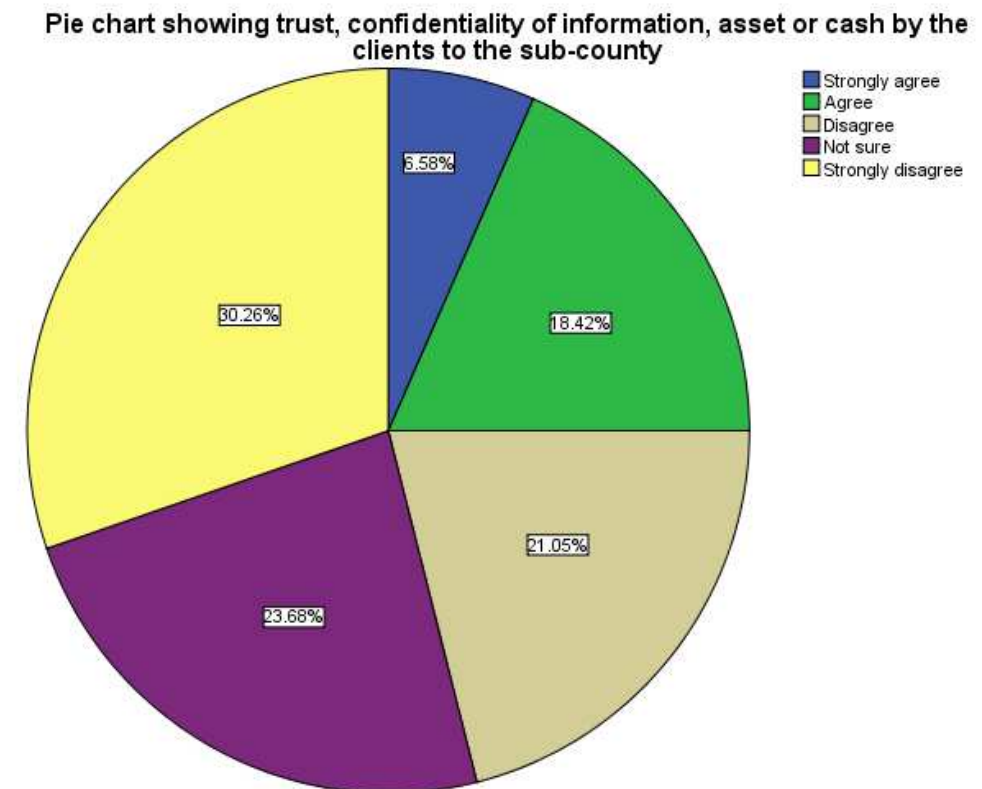


Figure 5: Level of trust, confidentiality of information, asset or cash by the clients to the SC

The bar chart in Figure 6 summarizes the clients satisfaction with services offered to the by the SC government. It shows that most of the clients are not totally satisfied with the services and this majorly constituted to the poor service delivery at Rongo SC despite the managerial commitments.

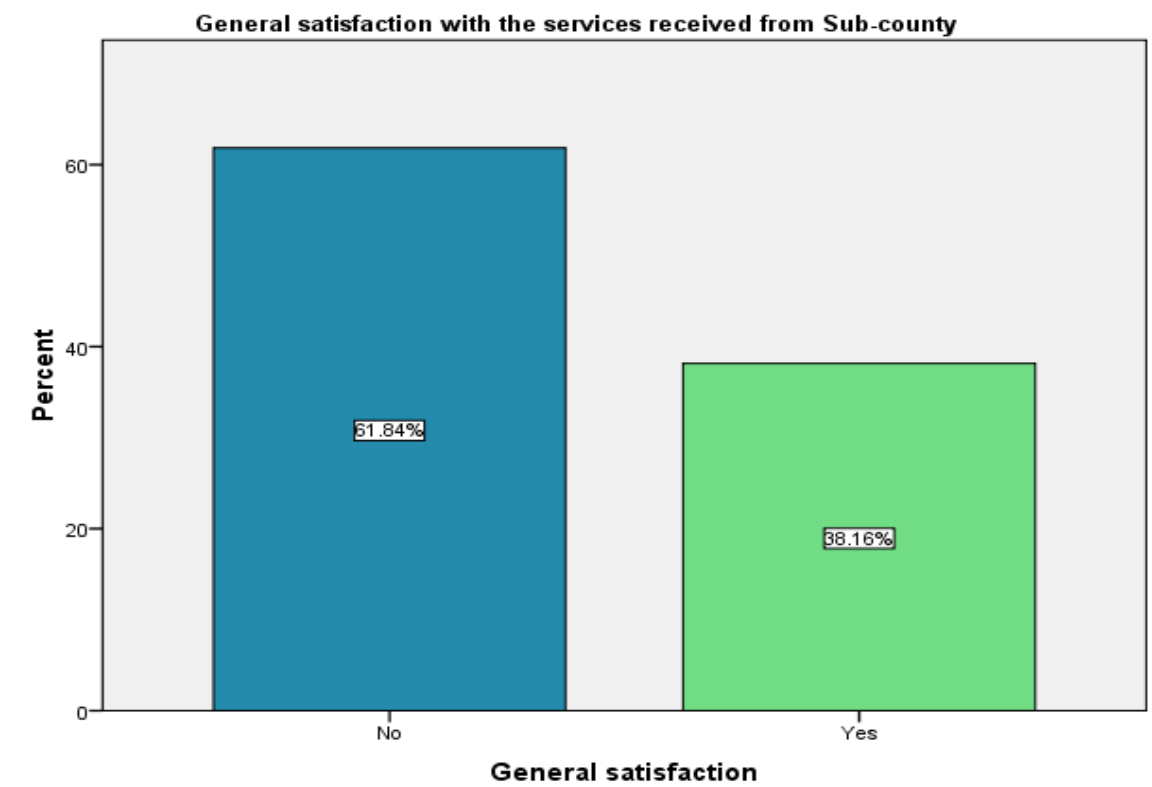


Figure 6: Bar chart showing the general satisfaction with the services received from the SC

One-Sample Test

	Test Value = 0							
	t	df	Sig. (2-tailed)	Mean Difference	Std. Deviation	Std. Error Mean	95% Confidence Interval the Difference	
							Lower	Upper
Time of service delivery	24.56	75	.000	1.711	.607	.070	1.57	1.85
Leadership at the SC is effective for proper management of resources	20.39	75	.000	3.197	1.366	.157	2.89	3.51

Table 4.6: Conclusion on managerial commitment and practices on improved service delivery at Rongo SC

We are interested in the mean difference in time for service delivery and also the effectiveness of leadership for proper management of public resources; so the test statistics are:

$t_1 \& t_2 = \frac{\bar{x} - 0}{s.e(x)}$ i.e. $t_1 = \frac{1.71 - 0}{0.070} = 24.568$ and $t_2 = \frac{3.197 - 0}{0.157} = 20.399$ which has probabilities 0.000, i.e. less than 1 in 100, of occurring.

These two events are sufficiently unlikely that we declare the results to be statistically significant at about 5% level of significance and hence reject the null hypothesis. Therefore, the managerial commitment and practices in terms of leadership and time management has improved service delivery at Rongo SC.

4.1.1. The quality of government training of employees in improving the clients' relation and participation.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	22	28.9	28.9	28.9
Agree	19	25.0	25.0	53.9
Not sure	18	23.7	23.7	77.6
Strongly agree	10	13.2	13.2	90.8
Disagree	7	9.2	9.2	100.0
Total	76	100.0	100.0	

Table 4.7: Frequency table showing the SC's staff trainings on their responsibilities

According to the frequency Table 4.7 above, it shows that 28.9% of the respondents argued that most of the staffs of the sub-county are not well trained on their responsibilities in order to enhance customer relation. Only 13.2% strongly agreed that with the trainings these staffs get, they are in a position to enhance customers' relation which was untrue with the majority.

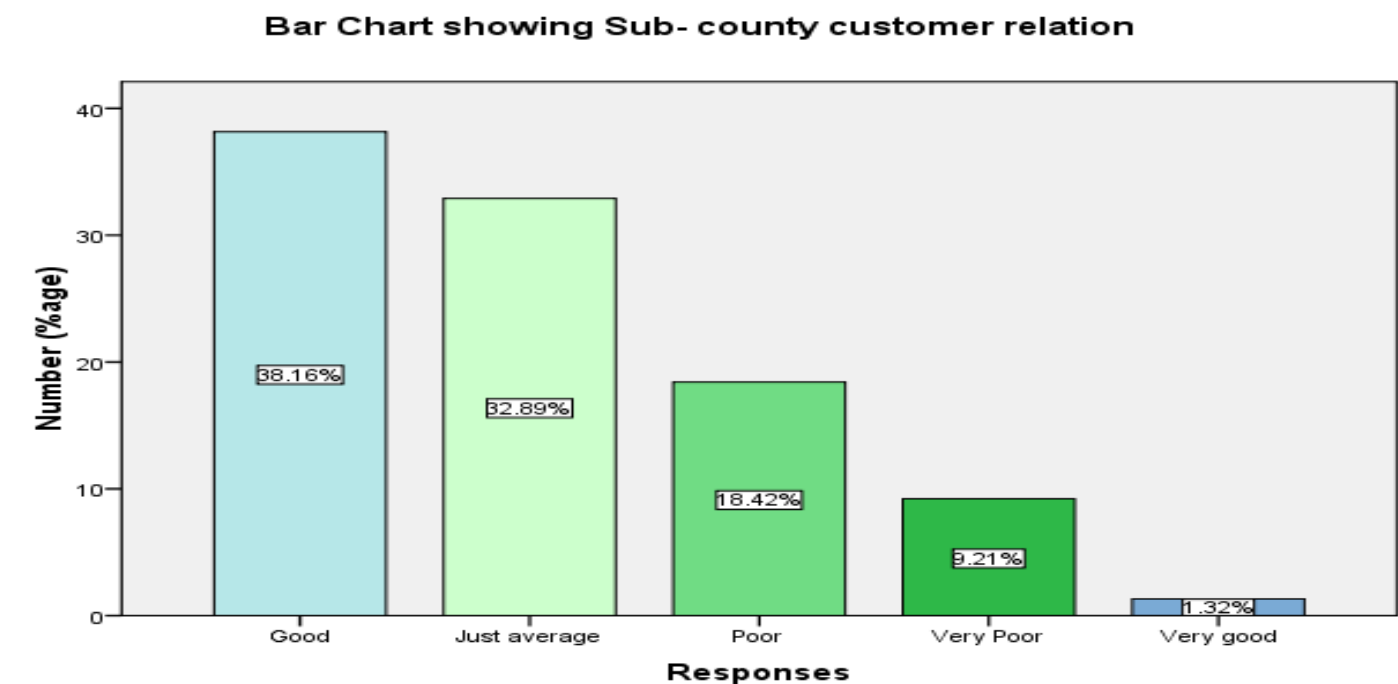


Figure 7: SC customer relation

4.1.2 Effect of quality government training of employees in improving employee relation and participation

Paired Samples Test								
	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Sub- county customer relation verses Knowledge, skills and attitude to attend clientele	.224	1.091	.125	-.026	.473	1.788	75	.078

Table 4.8: Conclusion on the effect of quality government training of employees in improving employee relation and participation

In Table 4.8 above, p-value is greater than 0.005 at 5% level of significance i.e. $p=0.078$, the results thus is not statistically significant. Hence, accept the null hypothesis. The quality of government employee training and skills has not improved employee relation and participation is true.

4.1.3 *The extent in which Rongo SC employees focus on continuous improvement to enable government employee performance.*

	Frequency	Percent	Valid Percent	Cumulative Percent
Market sanitation	25	32.9	32.9	32.9
Garbage collection	21	27.6	27.6	60.5
Licensing	15	19.7	19.7	80.3
Physical planning	10	13.2	13.2	93.4
Communication	5	6.6	6.6	100.0
Total	76	100.0	100.0	

Table 4.9: Assessment of SC employees' continuous improvements

There is continuous improvement on market sanitation by Rongo SC employees. This has been made through building of more public toilets, regular cleaning of the market and its surroundings, proper drainage and health services. Generally, market sanitation has constituted to 32.9% of the continuous improvements by the SC employees.

Garbage collection which is 27.6% has also contributed to continuous improvement. This is also done regularly to enhance both government performance and sub-county.

Government has also contributed in provision of license in time and regular checks on the same, though the rate of provision of these licenses is still poor translating to about 19.7%. Again, the channel of communication to the county employees by the government is still poor and this lowers the rate of performance to both the government and the county employees.

Physical planning which is about 13.2% like road maintenance, market construction, recreational facilities have also played a role in both the government and sub-county performance .

Though the sub-county is trying to do its best, the government has not communicated well to support them as summarized in Figure 8 below.

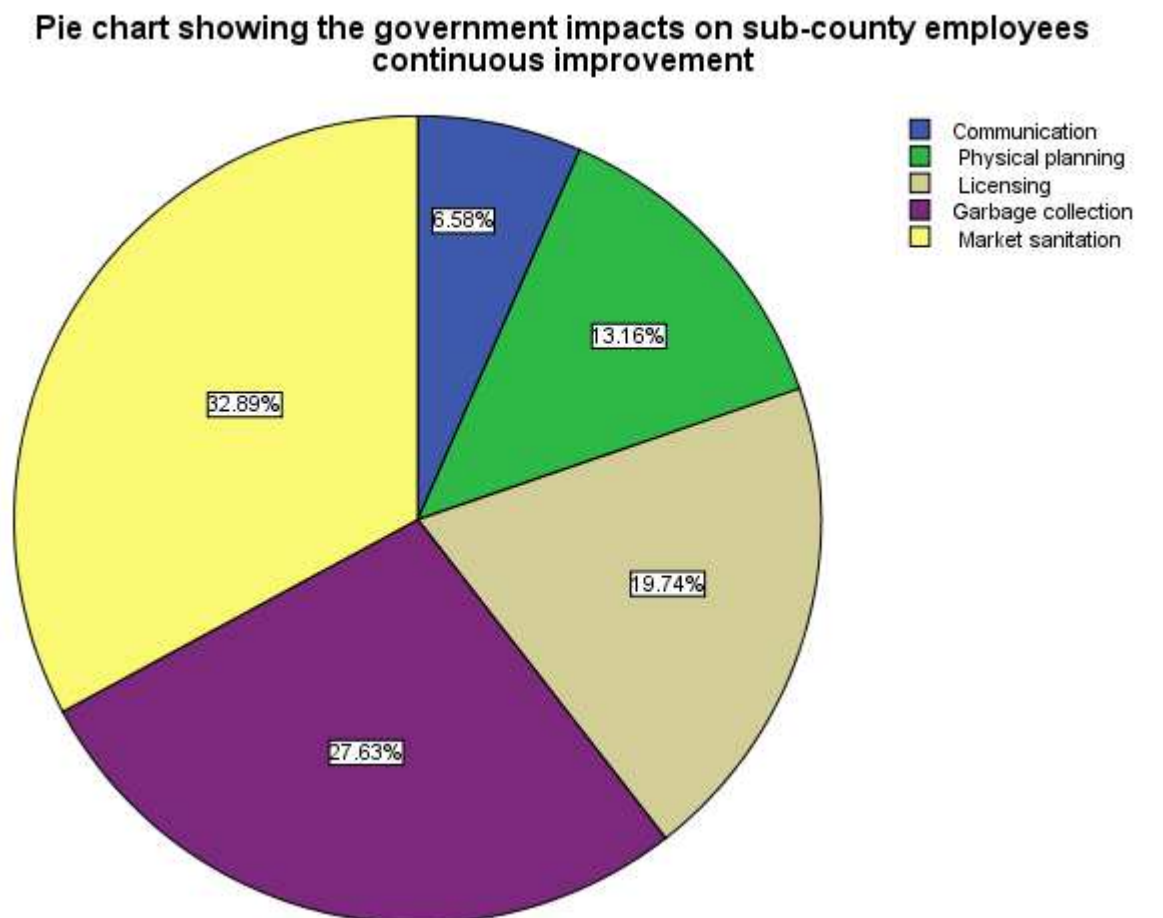


Figure 8: Government impacts on SC employees' continuous improvement

Paired Samples Test								
	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
continuous improvement - difference in service delivery since 2001	.725	13.580	1.902	-3.094	4.545	.382	50	.704

Table 4.10: t-test table giving the conclusion on the extent to which employees focuses on continuous improvement to enable government employee performance

In table 4.10 above, p-value is greater than 0.005 at 5% level of significance i.e. $p=0.704$, the results thus is not statistically significant. Hence, accept the null hypothesis. The sub-county employee do not focuses on continuous improvement to enable the government performance.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter deliberates on the findings of the data studied in the earlier chapter, and on the basis of such summary of results, recommendations are offered and a conclusion of the research problem under study is made as follows:

Top management commitment and participation in TQM practices are the most important factors for the success of TQM practices. In addition, leaders encourage employee participation in decision-making and empower the employees. Again, effective communication is very vital in managerial sector because it also enhances service delivery. Therefore, the managerial commitment and practices in terms of leadership and time management has improved service delivery in Rongo sub-county.

Government should invest in capacity building and training programs to make their employees competent enough to face uncertainties and take effective decision in time, in order to remain competitive in the market. Effective training is beneficial for the government in variety of ways, such as, it plays a vital role in building and maintaining capabilities, both on individual and organizational level. According to the research conducted in Rongo sub-county, there is inadequate effective training conducted to the employees and this has derail employee relation and participation.

Continuous improvement typically involves generating ideas for improvement, testing these ideas, and implementing solutions. To support these efforts, there are many techniques which help teams effectively use their collective knowledge to develop shared understandings and solve problems. The sub-county employee do not focuses on this continuous improvement thus enabling the government not to performance effectively.

Higher level of employee commitment in the organization for individual projects or to the business is assumed as a major reason for better employee performance that leads to organizational success. Moreover, employees who have a strong affective commitment continue to do work with the organization because they want to do so. Employees with continuance commitment remain with the organization because they need to do so. Employees with a high level of normative commitment stay with the organization because they think they ought to remain it.

5.2 Recommendations

Managers should demonstrate more leadership than traditional management behaviors to increase employees' awareness of quality activities in TQM adoption and practices

Effective training is beneficial for the government in variety of ways, such as, it plays a vital role in building and maintaining capabilities, both on individual and organizational level, and thus participates in effective development.

To develop the desired knowledge, skills and abilities of the employees, to perform well on the job, requires effective training programs that may also effect employee motivation and commitment.

In order to prepare their workers to do their job as desired, government provides training as to optimize their employee's potential.

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APPENDIX I: UNIVERSITY AUTHOURIZATION LETTER



Mount Kenya University

SCHOOL OF POSTGRADUATE STUDIES

REF: MGE/09/113/0845

14th July, 2014

To Whom it may Concern,

Dear Sir/Madam,

RE: ABILA ROSSEL OMONDI - REGISTRATION NO. MGE/09/113/0845:

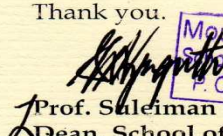
The purpose of this letter is to introduce the above named student who is pursuing an MGE Degree in the Department of **Institute of Security Studies, Justice & Ethics** in the School of **Social Sciences**.

The title of his research project is *"A Study of the Role of Total Quality management System in Government Employee Performance, Migori county, Kenya."*

He now has to proceed to the field to collect data for his research project in the course of this semester (**July - September, 2014**).

Any assistance accorded to him will be highly appreciated.

Thank you.

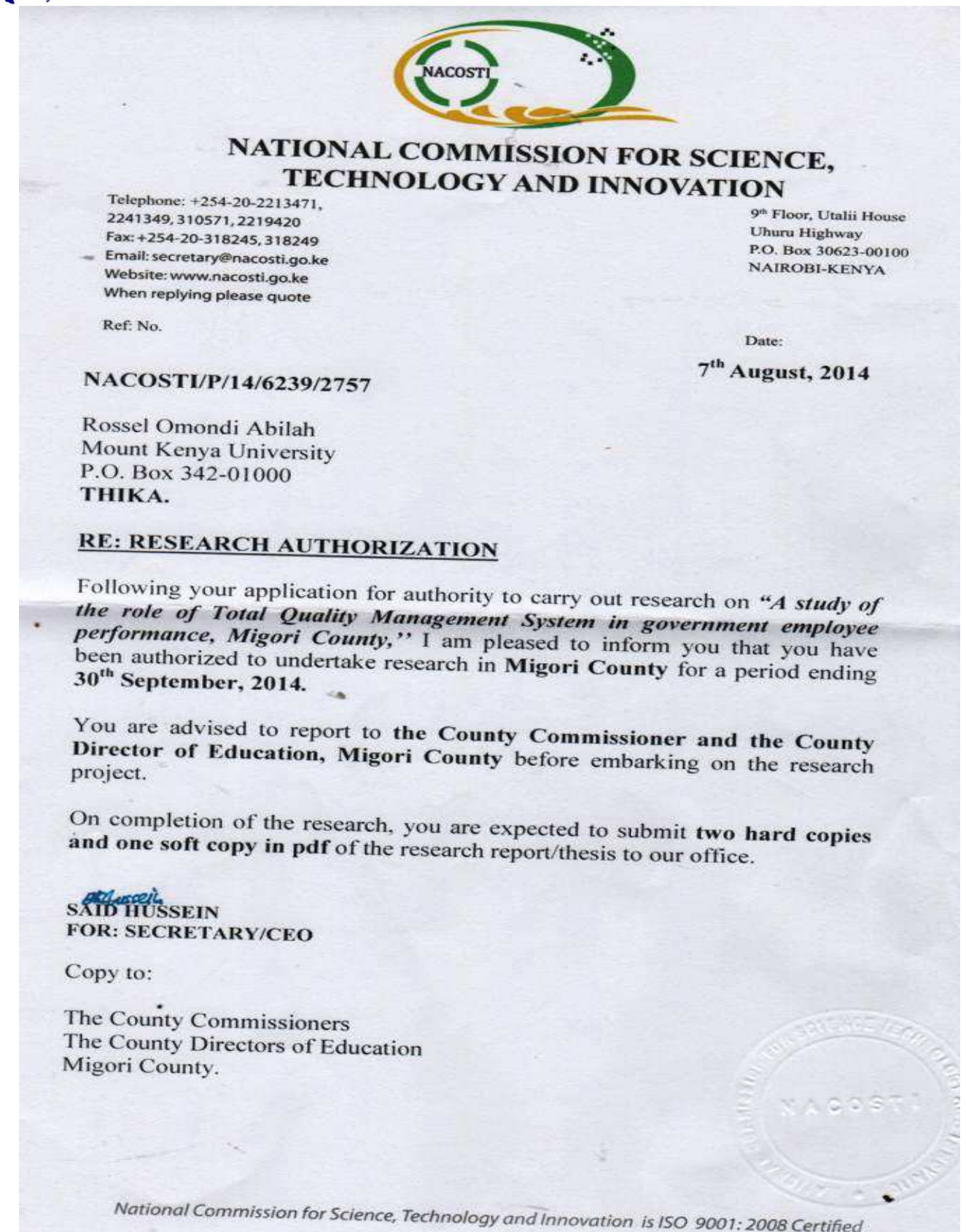


Mount Kenya University
School of Postgraduate Studies
P. O. Box 342 - 01000 Thika

Prof. Suleiman Mbaruk
Dean, School of Postgraduate Studies

Main Campus, General Kago Road, P.O Box 342-01000 Thika. Tel +254 020 208 83 10, +254 020 2 338 143/6/8, Fax:+254 020 20 503 15,
Cell: +254 720 790 796, +254 789 126 571 Email: info@mku.ac.ke, Web: www.mku.ac.ke
ISO 9001 : 2008 **Certified**

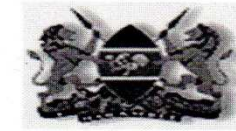
APPENDIX II: NACOSTI LETTER OF AUTHORIZATION





APPENDIX IV: AUTHORIZATION LETTER FROM COUNTY OFFICE

REPUBLIC OF KENYA



MIGORI COUNTY GOVERNMENT

Telegrams: "MIGORI COUNTY" Migori
Tel: +254-059-20928
E-mail: migoricountygov@gmail.com

RONGO TOWN
P. O. Box 104- 40404
RONGO, - KENYA

26th Aug, 2014

TO WHOM IT MAY CONCERN

RE: AUTHORITY TO COLLECT DATA

This is to confirm that Abilah Rossel Omondi of **REGISTRATION NUMBER MGE/09/113/0845** has been granted authority to collect data in Rongo Sub County, Migori County.

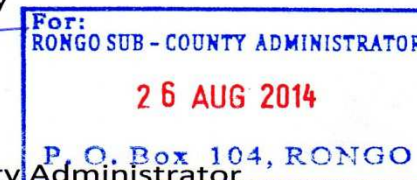
He is granted authority to get access to relevant documents that can help in his data collection.

Thank you.

Yours faithfully

Alice Ochola

For: Sub County Administrator



APPENDIX V: KEY INFORMANT INTERVIEW GUIDE

May I take a few minutes of your time? I am Rossel, a Masters' degree student at Mount Kenya University. This study is designed to evaluate the role of Total Quality Management on government employee performance, and the focus is on Rongo sub-County. This study will enable the researcher to make suggestions to improving government employee performance based on the implementation of TQM practices in the service providing institutions. Your voluntary participation in this study is greatly appreciated.

Thank you.

PART I: BACKGROUND INFORMATION

Qn. Number	Question	Coding category	Skip/ Instruction
101	Name of department	Administration1 Works office.....2 Procurement.....3 Finance.....4 Enforcement.....5 Other (specify).....6 _____	
102	Number of employees in the department	[_____]	
103	Position held in the department	_____ _____ _____	
104	Number of years in service in this sub-County	0-2 years.....1 3-5 years.....2 6-11 years.....3	

		12+ years.....4	
105	Gender of participant	Male.....1 Female.....2	
106	Marital status	Single.....1 Married.....2 Divorced/separated.3 Widowed.....4 Other (specify).....5	
107	Highest level of education	Primary.....1 Secondary.....2 College/University...3	

PART II: IMPLEMENTATION OF TQM

Qn Number	Question	Coding Category	Skip/Instruction
Q201	What kind of services does the Rongo sub-County offer to the entire clientele?	Quality.....1 Average.....2 Poor.....3	
Q202	How would you rate customer satisfaction of the services that the sub-County offers?	Very good.....1 Good2 Average.....3 Poor.....4 Very poor.....5	
Q203	In relation to ethics, what ethical considerations would you say	Acceptable.....1 Not Acceptable.....2	

	govern the sub-County operations?	Not sure.....3	
Q204	How would you describe integrity of your sub-County? (Probe: In general, what level of integrity would you suggest that the sub-County staff members have? Why do you say so?)	Very good.....1 Good2 Average.....3 Poor.....4 Very poor.....5	
Q205	How would you describe client trust on sub-County management and its operations?	Acceptable.....1 Not Acceptable.....2 Not sure.....3	
Q206	Does the sub-County offer trainings to its staff? How often do these trainings come? (Probe: Have you participated in such trainings? On what topics/subjects have you trained?)	Yes.....1 No.....2	(If no skip)
Q207	Teamwork is essential in any government operation. How does this sub-County view teamwork? (Probe: Why do you say so? Does the sub-County offer team building opportunities to its staff? If yes, how often does this occur? Do you think team building activities are beneficial to management?)	Positively.....1 Negatively.....2 Not Sure.....3	

Q208	In terms of leadership, how satisfied are you with the sub-County's management style of leadership? (Probe: What style of leadership is used here? How does it work with other staff?)	Fully satisfied.....1 Not satisfied.....2 Not sure.....3	
Q209	Does the sub-County recognize their staffs that perform well in their respective sections? (Probe: What kind of recognition is offered? How often does this happen?) How does the sub-County evaluate performance of its staff?	Yes.....1 No.....2	
Q210	How would you describe communication systems within and without the sub-County? (Probe: How much does the sub-County value informal/grapevine communication? Is the communication top-down/bottom-up? What about communications to other sub-Counties, organizations and government departments?)	Very good.....1 Good2 Average.....3 Poor.....4 Very poor.....5	
Q211	Having interacted with TQM practices over the last (refer to	(refer to question

	question Q104), what would you say have been the greatest achievements of TQM in service delivery? (Probe: Achievements in relation to client satisfaction, staff management, inter- department relations, etc)	Q104),
Q212	You have said you have been working in this sub-County for the last (refer to question Q104), what would you consider as challenges that you have experienced while implementing TQM? (Probe: Financial challenges, institutional challenges, capacity challenges etc)	(refer to question Q104),

Q213: Do you have any question, comment or suggestion that you would wish to share with me in relation to this research? _____

Thank you very much for your time and information that you have shared with me.

END



APPENDIX VI: PARTICIPANT QUESTIONNAIRE

Dear Participant,

May I take a few minutes of your time? I am Rossel, a Masters' degree student at Mount Kenya University. This study is designed to evaluate the role of Total Quality Management on government employee performance, and the focus is on Rongo sub-County. This study will enable the researcher to make suggestions to improving government employee performance based on the implementation of TQM practices in the service providing institutions. Your voluntary participation in this study is greatly appreciated.

Screening Questions:

S1: Have you stayed in this area for a period of 1 year or more?

Yes ===== ☐ Continue

No ===== ☐ End interview

S2: Have you received services of the town council during the period you have stayed here?

Yes ===== ☐ Continue

No ===== ☐ End interview

Don't know ===== ☐ End interview

PART I – BACKGROUND INFORMATION

Qn. Number	Question	Coding category	Skip/ Instruction
101	Gender of participant	Male.....1 Female.....2	
102	Age of participant	<20 years.....1 20-30 years.....2 31-40 years.....3	

		41-50 years.....4 51-60 years.....5 60 years+.....6 Don't know.....99	
103	Marital status	Single.....1 Married.....2 Divorced/separated.3 Widowed.....4 Other (specify).....5 _____	
104	Highest level of education	No education.....1 Primary.....2 Secondary.....3 College/University..4	
105	Place of residence	Rural.....1 Urban.....2	

PART II: IMPLEMENTATION OF TOM PRACTICES

201	For how long have you interacted with services that the town council offers?	0-2 years.....1 3-5 years.....2 6-11 years.....3 12+ years.....4	
202	What services have you received from the sub-County?	_____ _____ _____ _____	

203	In general, would you say you are satisfied with services that you have received from the sub-County?	Yes.....1 No.....2	
203b	Why do you say so?	 	
204	Would you say that the services offered by the sub-County are quality, just average or poor?	Quality.....1 Just average.....2 Poor.....3	Ask if “quality” is not mentioned in Q203
205	What would you say about the sub-County’s customer relations?	Very good.....1 Good2 Just average.....3 Poor.....4 Very poor.....5	
206	In terms of time for service delivery, would you say that the time is acceptable or too long?	Acceptable.....1 Too long.....2 Not sure.....3	

207. For the statements that follow, please tell me if you strongly agree (1), agree (2), not sure (3) disagree (4), or strongly disagree (5)

Statement	Coding category				
1. Staff of this sub-County have necessary knowledge, skills and attitude to attend to clientele	1	2	3	4	5
2. Staff are polite, respectful, considerate and friendly to clientele,	1	2	3	4	5
3. Sub-County keeps clients informed about new developments that would affect them in time	1	2	3	4	5
4. Clientele are kept informed in a language they can					

	understand. i.e. council adjusts language for different clientele	1	2	3	4	5
5.	Staff carefully listen to clients and attend to their needs adequately	1	2	3	4	5
6.	I can always get services from the sub-County without bribery or any other corrupt ways	1	2	3	4	5
7.	I can always get a variety of services within a centralized locality within the sub-County's offices	1	2	3	4	5
8.	I can always trust any of the sub-County staff with confidential information, asset or cash	1	2	3	4	5
9.	I feel that leadership at the sub-County is effective enough for proper management of public resources	1	2	3	4	5
10.	I can comfortably say that the staff of this sub-County are well trained on their responsibilities	1	2	3	4	5
11.	Management of the sub-County are always ready to accept constructive criticism, apologizes and takes immediate corrective action	1	2	3	4	5

For the following questions, ask only those clients who have received services from the town council for over 12 years (refer: Q201=4 only)

Question Number	Question	Coding category	Skip/ Instruction
208	You said you have received services from the defunct council or the sub-County for over 12 years (mention exact number of years the participant mentioned). Is there any difference in service delivery since the year 2001?	Yes.....1 No.....2 Don't know.....98	If Q208 =2 or 98, skip to END
208a	If yes, what differences have you been able to identify?	_____ _____ _____	
209	In terms of communication, has there	Yes.....1	If Q209 = 2 or 98,

	been an improvement?	No.....2 Don't know.....98	skip to Q210
209a	If yes, what improvements have you been able to identify?	<hr/> <hr/> <hr/>	
210	Any improvement on physical planning?	Yes.....1 No.....2 Don't know.....98	If Q210 = 2 or 98, skip to Q211
210a	What improvements can you identify in physical planning?	<hr/> <hr/> <hr/>	
211	What about improvements in licensing?	Yes.....1 No.....2 Don't know.....98	If Q211 = 2 or 98, skip to Q212
211a	What improvements can you cite in licensing?	<hr/> <hr/> <hr/>	
212	Have there been any improvements in garbage collection?	Yes.....1 No.....2 Don't know.....98	If Q212 = 2 or 98, skip to Q213
212a	What improvements have been there?	<hr/> <hr/> <hr/>	
213	Any improvements in market sanitation?	Yes.....1 No.....2 Don't know.....98	If Q213 = 2 or 98, skip to Q214
213a	What improvements have been witnessed with market sanitation?	<hr/> <hr/> <hr/>	
214	Is there any other improvement that you have witnessed over this period?	Yes.....1 No.....2 Don't know.....98	If Q214 = 2 or 98, skip to END
214a	Can you mention those improvements please	<hr/> <hr/> <hr/>	

END

Thank you very much for your time and information that you have shared with me. I hope that this information, together with that I will collect from other people will contribute towards betterment of several counties, companies and organization in Kenya and across the sub-Sahara African continent.

APPENDIX VII: MIGORI COUNTY MAP



Source:www.crakenya.org