

INFLUENCE OF TOTAL QUALITY MANAGEMENT
PRACTICES ON PERFORMANCE IN NANDI COUNTY
ASSEMBLY

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APPROVAL SHEET

This thesis/dissertation entitled **Influence of Total Quality Management Practices on Performance in Nandi County Assembly** written and submitted by **Maivo K. Philemon Nengo**, in partial fulfilment of the requirements for the degree of master of **Business Administration in Strategic Planning** is hereby accepted and approved.

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ABSTRACT

The primary goal of public organizations is to offer quality services to the society within the constraints of available budgets; however, a number of public sectors have not been reliable on such role. Lack of these services in the public sector is what informed the need for the current study. This study was to evaluate if the TQM practices in Nandi County assembly have influenced performance to the satisfaction of the electorates. The research was guided by the following research questions: Has top management commitment influenced performance in Nandi County assembly? Has training of employees and elected leaders influenced performance of Nandi County assembly? Has continuous enhancement influenced performance of Nandi County assembly? Is customer focus influencing performance in Nandi County assembly?

The descriptive research design and inferential statistics was used in the study. The study used a census technique on the top management staff, which included four directorates, legislators and Ward office staff. The information was gathered through the use of a questionnaire, which was distributed to a target population of 300 people of which 281 people responded. The Statistical Package for Social Science SPSS version 25.0 was used to analyze the data. A correlation analysis as well as a multiple regression analysis were carried out.

The findings of the study evidenced by multiple regression analysis and correlation analysis showed that TQM practices in Nandi County assembly have significantly influenced performance to satisfaction of the electorates. The study revealed that county assemblies need to have continuous enhancement because this will improve customer satisfaction. Additionally, the study places a strong emphasis on staff training because it improves organizational effectiveness. In order to improve service delivery to electorates, the report also advises Nandi County Assembly to forge ties with them by providing feedback. The study's concluding finding is that TQM techniques in the Nandi County legislature undoubtedly influences performance to client's satisfaction.

Key words: TQM practices, management commitment, employee training, continuous enhancement, customer focus, quality legislation.

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DEDICATION

This thesis is dedicated to my dear wife Irene Chepng'etich Nengo, my sons Jerry Kipchumba Nengo and Jeremy Kiplagat Nengo for their unconditional support during the entire research process.

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LIST OF ABBREVIATED ENTRIES

MCA Member of County Assembly

TQM Total Quality Management

CHAPTER ONE

INTRODUCTION

Background of the Study

Total quality management (TQM) has become an important aspect of management due to increased competition and quality issues associated with organization's operations (Androwis et al., 2018). Androwis et al., (2018) stated that, in the past, TQM used to be implemented in the manufacturing sector but currently it has been applied in service organizations and the public sector. This is the position taken by Boyne & Walker, (2002) that TQM is no longer a private institution's affair but rather the public sector is buying into it. TQM is no longer just seen as something undertaken in the manufacturing sector; it is also gaining traction in the public sector, where the government is under pressure to make the best use of limited resources and achieve maximum production in its initiatives, thereby meeting people's requirements. Balasubramanian (2016) in his research on public healthcare stated that, total quality management has become an important issue in public hospitals and that the increased attention on quality is due to governmental regulations and influence of clients. Total quality management is therefore a critical component in service provision.

A research conducted by Enggartyasti and Caraka (2017) on public sector touching on TQM and performance found that, TQM brings good implication to public services by enhancing service quality which includes reducing costs and wastage, efficient process, higher top management and employee commitment. Zehir (2012)

defines TQM as a holistic quality improvement approach to firms for the purpose of improving performance in terms of higher quality products, more satisfied customers, reduce costs, improved financial, quality and innovation performance and improved employee satisfaction. Sadikoglu and Olcay (2014) conducted research on the effects of total quality management practices on performance and the reasons of and the barriers to TQM practices in Turkey. The study looked at the effects of TQM practices on different performance measures, as well as the reasons for and barriers to TQM practices in Turkish firms. They used a cross-sectional survey methodology. The study found that different TQM practices have a significant impact on various performance outcomes. The study recommended that; firms should continue to implement TQM across all variables in order to improve performance. Quality management practices constitute a set of factors that affect an institutions operational performance (Vouzas & Jaca, 2016). These are tools that enable the organization to attain its main objective of meeting the needs of their customers at lower cost and enhance the organizations performance.

Okine & Kissi, (2018) performed research in public secondary schools in Makueni County to investigate the effects of total quality management (TQM) methods on performance. A total of 52 schools were chosen at random from the county's 349 public secondary schools for the study. Data was gathered using a drop-and-pick questionnaire, which was then evaluated quantitatively through descriptive and inferential analysis and presented using frequency tables, means, and percentages. The study concluded that TQM practices influenced the performance of public secondary schools in Makueni County, and that total quality management techniques were required to enable quality systems to be built on customer needs and wants, as well as

to exceed customer expectations. It was suggested that the schools enrol in a quality award system (ISO 2009) accreditation, which would assist them in implementing all of the measures and practicing TQM to the highest extent. This was going to increase client confidence in school services all throughout the world. As a result, this illustrates the crucial role that TQM plays in the public sector and hence influence performance.

Performance involves aligning all activities and functions to ensure that they are working together to achieve the core organizational goal (Keinan & Karugu, 2018). Ngigi and Busolo, (2019) proposed a methodology that quantifies separately the major objective of a project in order to measure overall performance and identified among other issues the cost, quality, project team satisfaction and client satisfaction. This therefore implies that; performance can qualify to be great if the clients are satisfied through quality and efficient service provision by a team that is accomplished (Gumo et al., 2018).

The studies depict a pivotal role in which total quality management plays; in that it is not only useful in the private sector but rather it is vital in the public sector as well. Members of the public are also demanding for quality service provision from the government. It is out of this agitation for quality services that the Kenyan governance structure was changed from centralized form of governance into devolved form of governance through constitutional change in 2010.

The Kenyan County Assemblies came into existence in 2013 after the promulgation of the Kenyan new constitution in 2010, less than a decade ago, with the sole purpose of bringing quality services and resource allocation closer to the citizens through devolution as stipulated in article 174 through to 175 of the Kenyan constitution

(Kenya ' s Constitution, 2010). The main aim of devolution was to bring these services closer to the customer and make governance meaningful since services and resources were to be managed by the locals who understood the locality well through the sovereign mandate given to them by the clients/electorate by a vote or nomination.

The fourteen devolved functions as per the constitution 2010, includes Agriculture, county health services, cultural activities, public entertainment and amenities, county transportation, animal control and welfare Pre-primary education, village polytechnics, homecraft centers, and childcare facilities are all part of the county planning and development.

Implementation of specific national government policies on natural resource conservation and environmental protection, county public works and services, firefighting services, and disaster management. Drug and pornographic control Assuring and coordinating community and location participation in local governance, as well as assisting communities and locations in developing administrative capacity for the effective exercise of functions and powers and participation in local governance.

These functions were to be implemented by the devolved unit of governance that constitute two arms as explicitly given by National Council for Law Reporting (2012) that, the Executive arm that is headed by the governor is expected to implement the functions and the Assembly that is headed by the Speaker is mandated to legislate, represent and oversight the Executive arm.

The assemblies comprise the elected and nominated leaders and the secretariat that is employed by the service board. The leaders have their roles clearly cut out in the constitution which include legislation, representation and oversight whereas the

secretariat is to provide technical services and facilitate the elected and nominated leaders for the smooth running of these function. Nandi is made up of 30 wards and therefore this translates to 30 ward offices in which the elected members get petitions, requests and feedback from the electorates as far as legislation, oversight and representation is concern.

Ngigi and Busolo (2019), identifies the main expectation of a county government as that which targets at improving the economic status of the population hence reducing poverty, minimize the difference in income opportunities and access to social services as well as pay special attention to the less fortunate in the society. This was to be done through total quality management of resources in order to satisfy the needs of the electorate. The research however points out that, some factors have hindered this expectation through poor management of resources like funds, duplication of roles, insufficient allocation of funds, and insufficient public participation among other issues. This research therefore seeks to evaluate whether TQM practices have played a role in influencing service provision in Nandi County Assembly and therefore satisfy the electorate's demand.

Statement of problem

The main objective of public organizations is to satisfy the needs of the society within the constraints of existing budgets. This position has not been guaranteed to the electorates and quite a number of public sectors as asserted by (Ramakrishnan, 2013) who stated that, “traditionally, public sector has been seen as a passive vehicle for executing social policy mandated by legislation.” Quality and efficient service provision has been a tall order due to passivity of most public institutions. According

to Enggartyasti & Caraka (2017), organizations strive to get customers satisfaction by increasing their service quality, and that, Total quality management (TQM) has been used in many organizations to enhance service quality and the reasons as to why these services are not forthcoming, according to him is that, public services are operated by bureaucracies, less innovativeness, work cultures and monopoly.

Enggartyast and Caraka (2017) asserts that, majority of studies points out a correlation between quality management practices and performance. Commission on administration justice Kenya (2016) as cited by (Shaka, 2016) makes it an obvious fact that, complains about the way public service providers operate is nothing new and that is why the public service has been undergoing reforms since 1990s with the aim of improving the way public organizations operate to increase their effectiveness and encourage accountability. This therefore indicates that, service provision in public sector has been wanting and Nandi County assembly being a public institution is not an exception.

Ngigi and Busolo (2019) states that, ‘the adoption of devolved system of government in Kenya was a desire of citizens who wanted access to quality services closer to them.’ The mechanism employed in accomplishment of this duty depicted the practices of total quality management that encompasses management commitment by the elected leaders, continuous enhancement on service delivery, improvement of capacity of service providers and focusing on client needs among other practices. Ngigi and Busolo (2019) are quick to point out that, there are a number of major issues that have hindered service provision in public sector and the main hindrance is lack of capacity and skills to deliver services. This position is corroborated by Shimengah, (2018) by stating that, fund allocation and utilization have led to poor service delivery

and resource waste in the county governments. Nandi County assembly being a public institution has not escaped these complains.

Rureri (2018) while conducting research on effects of strategic quality management practice on organization performance of steel manufacturing sector indicated that, adoption of total quality management practices has resulted to prompt delivery of services and improved quality thus reducing customer complains. This is a position taken earlier by Karimi Muiruri (2016) that, a successful TQM adoption can lead to better products and services, cheaper costs, happier customers and workers, and greater financial performance. Through this assertion therefore, the research aims at ascertaining whether Management commitment, employee training, continuous enhancement and customer focus have influenced performance in Nandi County Assembly. This will be broken down into the following constructs, in the independent variable; leadership, management involvement, critical resources, frequency of training, relevance of training, periods of training, benchmarking, six sigma, innovation, customer feedback, customer satisfaction relationship building respectively and the dependent variable will have service delivery, efficiency of service provision and quality legislation.

Purpose of the study

The purpose of this study is to assess the influence of TQM practices on performance in Nandi County assembly to satisfaction of the electorates.

Research questions

The research was guided by the following research questions.

- i. Has top management commitment influenced performance in Nandi County assembly?
- ii. Has training of employees and elected leaders influenced performance of Nandi County assembly?
- iii. Has continuous enhancement influenced performance of Nandi County assembly?
- iv. Is customer focus influencing performance in Nandi County assembly?

Hypotheses

The study was guided by the following null hypotheses

Ho1: there is no significant relationship between management commitment and performance.

Ho2: there is no significant relationship between employee training and performance.

Ho3: there is no significant relationship between continuous enhancement and performance.

Ho4: there is no significant relationship between customer focus and performance.

Significance of the study

The study will clarify the role that total quality management plays in influencing efficient service delivery by the players in the organization through frequent and relevant training. The study will inform the organization on policy formulation such that the legislative agenda brought before the floor of the house will utilize TQM practices and will be geared towards satisfactory service delivery to the electorates. This will not only be useful to Nandi County assembly but to other assemblies across

the country. The study will address the link between the legislators in legislation and the customers focus through legislation of quality bills and motion that have a great impact on the electorates and therefore fulfil the letter and the spirit in the quest for changing the Kenyan constitution.

This will make the county assemblies meaningful and a game changer towards quality and efficient service delivery. Findings of the study will inform managers on quality managerial practices. This would motivate the management to invest in the time and resources in order to implement TQM programs. This would cascade down to improved performance. The employees will gain insight on efficient ways of service provision whereas the customers will gain quality services. Furthermore, this study will bring an additional knowledge to the existing literature and will also be a base for future similar studies.

Theoretical framework

Deming theory

The research is grounded on Deming (1986) theory on quality management. It is through the adoption of appropriate management principles that organization grows in quality hence reducing the costs by reducing wastages, litigations, staff attrition and rework and at the same time increase customer satisfaction. This was therefore to be seen on the efficiency of management through planning, implementing and making improvement in the project and in a nutshell, quality was to be defined by the satisfaction of the customer (Rungtusanatham, M., Ogden, J. A., & Wu, B. 2003). On quality improvement theory, Deming advocated for elimination of poor-quality control in an organization through effective managerial techniques. The responsibility of the

organization is to define what is important for the organization as it shapes its corporate in order to fulfill the customer satisfaction.

Felegean (2020) detailed theoretical approach by asserting that, total quality control is an effective system for integrating the quality development, quality maintenance and quality improvement efforts by various groups of people in one organization to fulfill the customer satisfaction. Education at all levels is an integral part of Deming's new management method. Modern training help employees to do a better job whilst helping them fulfill their own self-actualization. By sending employees on training and expecting improved output is a fallacy and instead, a close monitoring and follow-up after training is required to ensure value is gained from the training. Deming advocated for a 'system of profound knowledge' as a necessity of training each manager. Telenor (2006) as cited by Douglas & Ali (2010) experienced positive impact of training and development on individuals and the organization to create value for customers.

Continuous enhancement was also advocated by Deming. He believed that there was always room to improve the consistency of a product and service provided. It should therefore be management's top priority to strive to constantly seek out problems and resolve them to improve quality and to decrease costs. Douglas & Ali (2010) viewed continuous enhancement as an initiative that enhances success and decrease failures. Customer satisfaction is at the heart of TQM philosophy. A proactive approach to responding to changing customer' needs are vital to attract and retain them. Through Deming's advocacy on customer satisfaction, Enggartyasti and Caraka, (2017); Miyagawa and Yoshida, (2010) stated that, 'in TQM environment, the job is not done until the customer is satisfied. The populace in need of government services will have

to be satisfied before the stipulated duties of the organization will have considered to have been done.

A number of individuals have contributed enormously to TQM and it includes Edward Deming. His theory rests upon fourteen points of management that he identified (Gumo et al., 2018). These points if adopted by an organization postulates that the firm's quality, productivity and service provision would tremendously improve (Boventura Murunga & Kisimbii, 2019). The 14 points in his management model are essential in forming foundation and action plan for an organization. It provides an organization with strength hence overcoming the obstacles in achieving excellence in performance, thus giving satisfaction to customers. (Boventura Murunga & Kisimbii, 2019) in his study agrees with empirical studies done by (Swiss, 1992a) in validating this point of view. The 14 points of management by Deming are; improve constantly and forever the system of production and service, improve quality and productivity and thus constantly decrease cost.

Deming is known for his ratio in that, quality is equal to the result of work efforts over the total costs, where quality overrides costs. It is fixing of the quality that all these other things will fall into place (Rungtusanatham et al., 2003). This is a philosophy of management meant to empower the organization as a whole. The improvement is geared towards having each and every person within the organization on board for the betterment of service delivery to the society to provision of quality services or products (Rungtusanatham et al., 2003). TQM has been used widely and successfully by manufacturing industries for decades. This has made the service industry like the education sector explore the possibility and potential of TQM practice in the organization.

Conceptual framework

This is a structure that consists of a set of broad ideas and principles to be taken from relevant field of inquiry and used to structure subsequent presentation. The interconnection of independent and dependent variables completes the framework for certain outcomes and are as follows; top management commitment, employee training, continuous enhancement and customer focus and performance of the public sector as a dependent variable

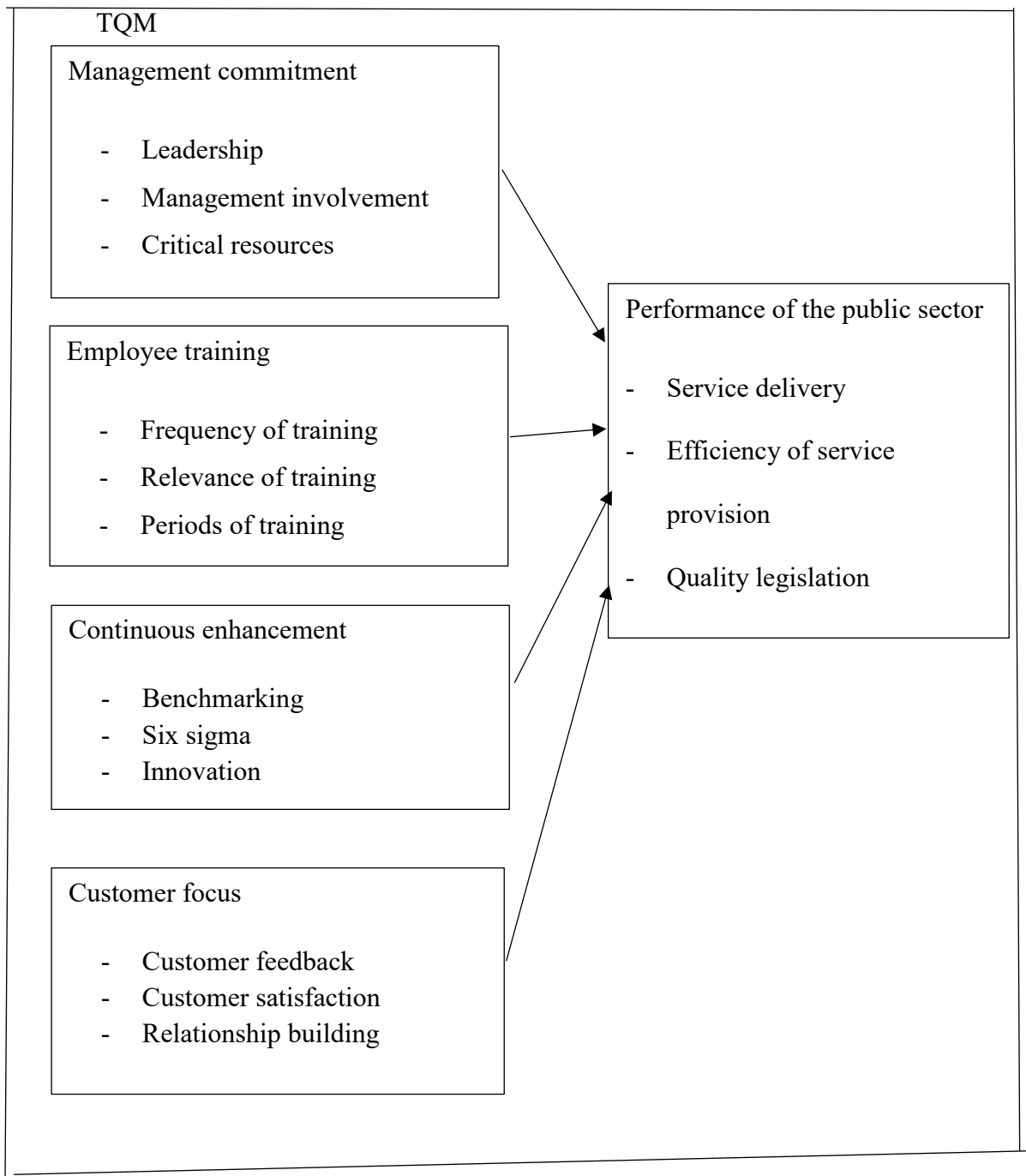


Figure 1: conceptual framework

Source: developed from literature.

Scope of the study

This research was carried out in Nandi County assembly with the sole aim of evaluating the role of TQM practices in influencing performance in Nandi County assembly. The study was carried out in this institution because the aim of its establishment was to bring quality services and resources closer to the population satisfactorily and yet this seem to be a mirage since complains on service provision has not simmered down. The study was limited to the four TQM practices, that is; top management commitment, continuous improvement, training and Customer focus. The unit of analysis for this study was the organization, Nandi County Assembly and the ward offices. The study was carried out in 2021.

Operational definition of terms

Total Quality Management Practices: In this study the researcher adopted the definition by (Boyne et al., 2002; Faraj et al., 2021; Gitonga, 2020) who defined TQM Practices as a measure implemented by managers to ensure that the products, services, and processes they produce and offer are of high quality and meet the expectations of their customers.

Management commitment: The study adopted the definition by Psomas et al. (2017) which states that the level of dedication and hard work is demonstrated by an institution's senior management in order to ensure quality, efficiency, and results. In this study, leadership, management involvement and critical resources was used as a measure for management commitment.

Leadership: According to West et al. (1993) leadership can be defined in three categories as:

Transformational Leadership: Is the method of defining and articulating unique, visionary ideals which address underlying, usually unmet individual and organizational needs, wants, and hopes. Although transformational leadership can inspire unquestioning loyalty, it typically necessitates idealized influence.

Transactional Leadership: The process of gaining commitment from groups and individuals for new initiatives and policies. It entails either voluntary acceptance or coercion (achieved through processes of mutual accommodation and exchange, often involving present or future benefits and promises) (involving manipulation, deceit, or threats).

Representational Leadership is the process of gaining recognition for an institution's achievements, aims, and operations from its participants. Representation necessitates extensive educational efforts as well as a wide range of political boundaries.

The current study therefore adopted the three definitions.

Management involvement: The degree to which top executives are engaged in innovation process, serving as visionaries who help and enable people to pursue novel ideas for the future.

Critical resources: Available resources, organizational technical expertise, political commitment, and public support are all essential activities.

Employee training: Under this, the researcher adopted the definition by Abdulla, Maleihah Awadhi (2019) which stated Employee training as the process of teaching employees' new skills, knowledge, tools, and resources so that they can make confident decisions in the workplace without supervision.

Frequency of training: Is the amount of training sessions for a certain particular exercise or activity per time unit. In order to support or develop upon a recent training

input. a particular level of frequency should be used in that delivery of the physical activity (Rureri, 2018).

Relevance of training: Employee job performance will be enhanced, a member of staff who receives the essential training is better and able to do their job.

Periods of training: A time of approved or prearranged unoccupied employment instruction.

Continuous enhancement: This refers to the incremental and ongoing improvement of an institution's product, service quality and state as defined by Faraj et al. (2021) was adopted in this research. TQM's most important principle is continuous improvement, which leads to improved and optimal quality processes. The TQM philosophy helps organizations to come up with new ways to produce high-quality products/services and efficient operations in order to satisfy customers and gain a competitive edge in the marketplace (Abdulla, Maleihah Awadhi, 2019). The study therefore adopted the definition.

Benchmarking: Benchmarking is the practice of comparing a company's products and services, activities, or procedures to those of other organization deemed to be the finest, sometimes known as "best performing." The goal of benchmarking is to find internal areas where you can improve. You may implement changes that will generate significant benefits by analyzing firms with excellent results, deconstructing what makes such superiority feasible, and then evaluating those procedures to how your system functions (Gitonga, 2020). The study therefore adopted the same definition

Six sigma: Six Sigma is a set of methodologies and tools for improving processes. Six Sigma tactics aim to enhance quality by eliminating faults, as well as minimize problems in business activities (Furterer & Elshennawy, 2005). The study therefore adopted the same definition

Innovation: The process of creating, developing, and implementing a new product, technique, or services with both the goal of increasing speed, performance, or competitiveness (Abdulla, Maleihah Awadhi, 2019). This definition will therefore be used in this study

Customer focus: The study will adopt a definition according to (Nguyen, Pham, Le & Bui, 2020) who indicated that Customer focus is an organization's commitment to meeting the needs and expectations of its customers. In this study, Customer focus was measured by Customer feedback, Customer satisfaction and Relationship building. The study therefore adopted the same definition

Customer feedback: Information from clients regarding their interactions with a goods or services. Its goal is to expose their degree of happiness and to assist product, consumer experience, and marketing teams in determining that they can enhance (Boventura Murunga & Kisimbii, 2019). This definition was therefore used in this study

Customer satisfaction- Parso et al (2021) defined as a measure that assesses how satisfied clients are with an organization's assistance, services, and capacity. Information on customer satisfaction, such as surveys and ratings, can aid a firm in determining how to enhance or adjust its actions / solutions. This definition was therefore used in this study.

Relationship building: The process of forming social ties is known as relationship building. This is a vital business talent that underpins reputation, influence, deal closure, and the maintenance of economic relations activities (Dewhurst et al., 1999). This definition was therefore used in this study.

Customer: This was used to mean clients, electorates or the population in this study.

Performance: Kathaara (2014) defines performance as the process of quantifying the efficiency and effectiveness of action. She further stated that effectiveness refers to the extent to which customer requirements are met, while efficiency is a measure to how economically to a firms' resources are utilized when providing service delivery, efficiency of service provision and Quality legislation, the study utilized this definition.

Service delivery: Is often characterized as any interaction with the general public administration in which consumers – individuals, residents, or businesses – seek or provide data, manage their affairs, or carry out their responsibilities (Beeri et al., 2019). These services should be provided in a timely, predictable, and dependable manner that is also welcoming to customers. This definition was therefore used in this study.

Efficiency of service provision: By focusing on effort, we may define efficiency in customer service as achieving customer service goals with the least amount of work on both sides.

Quality legislation: The applicability of this concept can be used to create an effective meaning of legislative content: legislative quality refers to the ability to achieve the legislative improvements that consumers desire. The formulation and legal mandates by a legislative branch via its law - making process is referred to as legislating. The bill is still a draft, or a preliminary form, of a piece of legislation that may become law. An act or act is a bill that has been passed into law (Boyne et al., 2002; Wanyoike, 2016; Wen et al., 2017). This definition was used in this study

CHAPTER TWO

LITERATURE REVIEW

Introduction

In this chapter, literature review as guided by the research questions of the study was looked into. The chapter will analyze theories and literature that backs up the study. It will also focus on the research done by other authors and researchers dealing with the stated variables in order to establish the gap existing. The conceptual framework will demonstrate the relationship between the dependent and independent variable.

Total Quality Management

TQM has been used in industries for quite a lengthy period of time. A number of authors have identified this philosophy to have undergone four stages of evolution while others believe it has undergone through three different periods (Balasubramanian, 2016; Oringo & Shire, 2020a; Sadikoglu & Olcay, 2014). (Alghamdi, 2018; Androwis et al., 2018; Boventura Murunga & Kisimbii, 2019) identifies four major development areas since the last two decades as quality inspection, quality control, quality assurance and now total quality management. The lexical term ‘quality’ stands out in the acronym TQM and has been defined from different perspectives by different people. Deming defines it as having to do with people and not products in that, satisfaction of the customer defines what quality is. With the changing needs and expectation of the customer, the organization has to adjust in order to fit into the quality (Swiss, 1992a).

Organizational Performance

In general, performance is a measure of how well an organization achieves its goals. Organizational performance is defined as the outcome of a company's operations or the accomplishment of its objectives. (Venkatraman, 2015) as cited by (Hilman et al., 2020; Keinan & Karugu, 2018) divided the operations and maintenance, institutional and services into the following aspects; Quality control, competitive position, equipment operation, and customer relations as examples of operational or non-financial performance; financial performance includes profitability and sales growth; and corporate governance is the degree to which it informs their efficiency.

Performance measurement, as per Commer et al., 2014; Patyal & Koilakuntla, (2017), has two dimensions: subjective and measurable performance. Employees and public views of quality of service, operational efficiency, and retention are all covered by judgmental performance. Subjective performance, on the other hand, comprises economic and economy metrics like revenue growth, gain, competitive position, plus effectiveness.

TQM and Organizational Performance

All managerial styles consider performance measurement to be critical. TQM processes have a direct impact on two important factors of organizational performance: quality and cost (Gitonga, 2020; Suryanto et al., 2018). TQM has a considerable impact on organizational performance, particularly budgetary productivity, according to (Abdullahi & Kinyua, 2018). This section will review empirical research studies that

look at the association between organization's performance and TQM in general, as well as the performance of entities in the service and public sectors. Most previous research has found a positive relationship between overall TQM practices and quality performance, employee satisfaction/performance customer satisfaction, and financial performance (Androwis et al., 2018; Commer et al., 2014; Faraj et al., 2021; Khan et al., 2019).

Recent empirical research, however, casts doubt on TQM's favorable impact on organizational performance. In their endeavor to assess and investigate the TQM-organizational performance relationship(Jimoh et al., 2019) used a universal method. They used data from companies in Spain that won TQM awards between 1997 and 2003 as a sample. They discovered that organizations that used the TQM system did not necessarily perform better than those that did not, and that TQM-leading enterprises have higher performance and benefits as a result of early TQM system implementation.

Management commitment and Organizational Performance

The management should be able to make the organization aware about the vision and create the culture of change in an organization. Keinan and Karugu, (2018) observed that the management must communicate TQM to the entire organization to create awareness, interest, desire and action. Management and leadership through supervision is aimed at helping people machines and gadgets to do a better job. Management should lead and not supervise, being a leader, one should know what they are leading. They must be empowered and directed to communicate and to act on conditions that need correction. Leaders should learn to fix the process; they must be proactive and not reactive (Andrews et al., 2006; Patyal & Koilakuntla, 2017).

In a study carried out by Sadikoglu & Olcay (2014) on evaluation of influence of TQM practices on performance of manufacturing firms, the study established that top executives are actively involved in setting and communicating the organization's vision, goals, plans and value for quality programs.

According to Nasir & Musnadi (2019) Leader can inspire followers to put the interests of the group or organization ahead of their own. This is largely attributable to the followers' trust, admiration, commitment, and respect for the leader. Transformational leaders foster greater levels of relation as well as greater levels of commitment, performance, and moral values. (Munawar et al., 2019) also asserts that managers can plan and use more significant resources for initiatives, as well as higher levels of their resources. Managers that are committed in performance devote more time and material resources to their organization, allowing them to strengthen the planning procedures required to implement strategic decisions tailored to specific service delivery. Therefore, organization will not make considerable headway in enhancing their performance.

Scholars have demonstrated that management commitment is expected to play a role in the success or failure of organization performance (Munawar et al., 2019). This is how top management guides the organization in determining organizational culture, timelines and intention to perform (Alghamdi, 2018). The study therefore examines leadership in particular with such a focusing on County assembly and how it increases organizational performance through service delivery.

Employee training and Organizational Performance

TQM performance necessitates a large investment in personnel training and education (Abdulla, Maleihah Awadhi, 2019; Khan et al., 2019). Employees that are educated and taught become assets to the company, and knowledge and competence to practice TQM should be encouraged through training on a regular basis. Numerous authors have emphasized the importance of training as a TQM CSF (Abdulla, Maleihah Awadhi, 2019). According to (Khan et al., 2019), research into the impact of TQM practices on performance reveals that performance is influenced by infrastructural TQM practices like employee relations, training, and senior management leadership, as well as core TQM practices like supplier TQM implementation, project management, product/service design, quality data, and reporting . TQM practices, when properly applied, can assist organizations in growing and working for the development of their own employees and even the society (Khan et al., 2019)

In an organization, employee performance is enhanced by governmental rewards and motivations arrangements, through provision of effective trainings (Enggartyasti & Caraka, 2017; Li et al., 2018). Institution of training forms part of the 14 points of management. This gives impetus to the idea that management requires training to learn about all aspects of the organization including customer needs, problems the worker has in performing tasks satisfactorily. An organization needs a team that is improving in education; thus, management should be encouraging everyone to get additional education and to engage in self-improvement (Swiss, 1992). (Keinan & Karugu, 2018) claims that the people who know most about what is right and wrong with processes are those who do it.

According to a study done by (Psomas et al., 2017) Quality management systems, continuing education, cooperation, and benchmarking are all factors that have a beneficial impact on quality performance. A study by (Phan et al., 2019) through regression analysis established that employee training positively influenced organizational performance. While (Andrews et al., 2006; Enggartyasti & Caraka, 2017; Phan et al., 2019) found that employee development and training, quality control as well as evaluation, management dedication and, to a lesser extent, performance measurement are the main TQM strategies that appear to play a major role in improving creativity. Furthermore, according to (Commer et al., 2014), an organization's effectiveness is determined by individual employee performance. Employee performance can be improved through training and development, assisting the organization in meeting its objectives.

Continuous enhancement and Organizational Performance

Continuous improvement, also known as continual improvement, is the process of continuously improving products, services, or processes through quality improvement programs (Khan et al., 2019). These attempts can aim for incessant improvement or transformation improvement all at once (Parso et al., 2021; Sciarelli et al., 2020). Continuous enhancement plays a critical role in an organization as it improves customer satisfaction, delivery of performance, reduce costs as well as integration of customer relationship and budget control (Boventura Murunga & Kisimbii, 2019; Kiprotich et al., 2018; Manatos et al., 2017). Many organizations have adopted the TQM concept, which emphasizes quality monitoring and continuous improvement, and it seemed to have received universal acceptance in both academic and commercial areas, despite some objections (Sadikoglu & Olcay, 2014).

People carry out product development and delivery services, as well as procedures within environments. Quality is a pace in attaining the primary aim in a whole quality environment, and it is vital to undertake system improvement on a continuous basis in order to sustain and improve products and services (Jimoh et al., 2019; Keinan & Karugu, 2018; Parso et al., 2021; Sadikoglu & Olcay, 2014). Continuous enhancement should be a part of management across all systems and processes, according to (Chepkech, 2014). Continuous enhancement is widely acknowledged as the most effective way to improve competitiveness, efficiency, quality, and performance in both manufacturing and service industries (Abdulla, Maleihah Awadhi, 2019; Boyne et al., 2002; Miyagawa & Yoshida, 2010; Phan et al., 2019; Psomas et al., 2017). Thus, continuous enhancement has a big and positive effect on performance.

(Abdulla, Maleihah Awadhi, 2019; Loomba & Spencer, 1997; Vouzas & Jaca, 2016) in their studies about total quality management TQM established that continuous enhancement is one of the essential factors in TQM success. Changes in technology and customer requirements required a flexible approach towards aligning organizational products, process and services to meet the continued change in customer demands.

Customer focus and Organizational performance

Customer focus is the degree to which an organization consistently meets the needs and expectations of its customers (Faraj et al., 2021). It refers to achieving long-term organizational goals. It is regarded as one of the fundamental dimensions of TQM (Boyne et al., 2002; Phan et al., 2019). Obtaining information about customers,

according to Hackman, is one of the most commonly used TQM practices. According to Abdulla, Maleihah Awadhi (2019) the success of any organization in the near future will be determined by its ability to meet the needs of its customers efficiently and effectively on a continuous basis. Customer focus is the fundamental principle of TQM, which prioritizes the creation of value for customers, resulting in leadership strategy.

TQM dimensions when properly implemented result in higher levels of organizational performance (Androwis et al., 2018; Khan et al., 2019; Sciarelli et al., 2020). One of the most important indicators of performance improvement is customer focus. Implementing TQM improves organizational efficiency and enhance service quality (Androwis et al., 2018; Commer et al., 2014; Gumo et al., 2018). Changing customer needs are identified, and organizational activity is evaluated against customer needs (Munizu, 2013; Oringo & Shire, 2020a). Additionally, Enggartyasti & Caraka (2017) this therefore means that customer satisfaction is positively related to organizational performance.

Customer satisfaction has also been shown to be related to employee performance in the sense that, in order to improve customer satisfaction, employees must integrate TQM perfectly into their organizational structure in a constructive way (Abdullahi & Kinyua, 2018; Vouzas & Jaca, 2016). Strengthening the performance of the organization via the TQM implementation can be acknowledged through job enrichment as well as encouragement (Abdulla, Maleihah Awadhi, 2019) A study by Munizu (2013) established that customer satisfaction is in the heart of TQM philosophy. This has been supported by research done by Dhieu, (2019) in which he states that, customer focus influenced organization in retaining customers hence led to organizational performance.

Empirical literature

Rureri (2018) conducted research on the Effect of Strategic Quality Management Practices on Organizational Performance of the Steel Manufacturing Sector in Kenya. The study sought to determine the effects of strategic customer relations, strategic quality performance measurement, strategic top management support, strategic supplier relationships, strategic employee relations practices, and organizational learning as a moderator on the performance of Kenya's steel manufacturing sector. The study looked at 46 steel manufacturing companies in Kenya that were classified in the Kenyan Business Directory 2015. The study concludes that businesses should aim to optimize strategic quality management practices implementation.

The results of the regression indicated that the performance of stainless-steel companies in Kenya was statistically significant in terms of strategic customer relations, strategic top management support practices, strategic performance measurement practices, strategic supplier relations practices, and strategic employee relations practices. The study also identified high organizational performance if organizational learning moderate's strategic quality management practices. The study concludes that steel companies in Kenya do not fully adopt strategic management quality practices.

Dhieu (2019) did a study on Adoption of Total Quality Management Practices and Performance of Manufacturing Firms in Nyeri County, Kenya (Doctoral Dissertation, Kenyatta University). The study's main purpose was to assess how management commitment, customer focus, continuous improvement, and employee

training affect the performance of Nyeri County's manufacturing firms. Because of the small number of participants, the study used a census technique. Questionnaires were used to collect data. Descriptive statistics, such as frequencies and percentages, were used in data analysis. Inferential statistics were performed using the SPSS program, which included the chi-square test to test causal relationships and regression. According to the findings of the study, continuous enhancement has a positive impact on the performance of manufacturing firms in Nyeri County. Employee education had a positive effect on performance. The commitment of top management had a positive effect on performance. Customer focus influenced performance positively. According to the study, manufacturing organizations were kept neat and clean at all times.

Enggartyasti and Caraka (2017) conducted research on A Preview of Total Quality Management (TQM) in Public Services. This research had two aims. The first goal was to look into the difficulties that come with implementing TQM in government agencies. This mission started with a study of public and private service organizations to assess why implementing TQM in the public sector is more difficult than in the private sector. The system structure, consumers, employee experience, and community were the main contributors of the differences. Later, this research looked into the obstacles that stand in the way of TQM implementation in government services. The second goal was to find if TQM has positive consequences for public services in terms of improving service quality and the findings affirmed this position.

Zubair (2013) conducted a study on Total quality management in public sector higher education institutions. The study sought to assess the extent to which Total Quality Management is being implemented in Pakistan's public sector higher education institutions. The study took a quantitative approach and relied on data gathered via a

questionnaire. TQM was being implemented in higher education institutions, but at a slower rate, according to the findings. Leadership, Vision Ownership, Evaluation Standardization, Process and Continuous Improvement, Employee Training, and Student Focus are all areas for improvement. Decision and policymakers can use the study's findings to take affirmative action to close gaps in TQM implementation.

Munizu (2013) conducted a study on the impact of total quality management practices towards competitive advantage and organizational performance, the main goal of the study was to see how TQM techniques affect competitive advantage and organizational performance. The study took a quantitative approach to its design. The information was gathered using a questionnaire tool. Big and medium-scale fisheries firms were the unit of analysis. Managers of fishing firms were the responders in this study. The study relied on original data collected through a questionnaire. From their findings, the results revealed that TQM procedures affect the performance of a business and the competitive advantage both positively and significantly.

Abdullahi and Kinyua (2018) investigated the influence of total quality management practices on the performance of Garissa County Government, Kenya. The specific goals were to investigate the impact of process management, strategic quality planning, customer focus, and employee relations on the performance of Kenya's Garissa County Government. The target group consisted of 166 respondents, including county executives, county chiefs, county managers and county managers. Simple random samples and stratified samples were used. The sample volume was 66. Content analysis was used to analyze qualitative data. Descriptive statistics were used to analyze quantitative data. The use of multiple regression analyzes to test the relation between variables was infertile statistics. The study found that organizational development,

quality management, operational excellence, and employee engagement all had a positive and significant impact on Garissa County government performance. Process management enables the Garissa County government to take control of its numerous processes and constantly strive to improve them in order to create a more efficient organization capable of delivering its end products and/or services, as well as assisting the County government's management in achieving their overall objective for the county as a whole.

Jimoh et al. (2019) conducted research on Total quality management practices and organizational performance: the mediating roles of strategies for continuous improvement. The purpose of this study was to investigate the nature of the relationship as well as the impact of TQM practices and continuous enhancement strategies on various performance measures among large and medium-sized contractors in the Construction sector. Unlike previous studies, this one focused on how the association between TQM practices and performance is mediated by continual improvement techniques. The research was carried out using sequential mixed methods. In-depth interview questions were first conducted, which served as the foundation for the consequent cross-sectional study. The study found that TQM techniques had a considerable impact on organizational performance, based on factor analysis and partial least square structural equation modeling. However, for greater organizational performance, the mediating roles of continuous enhancement initiatives are required. As a result, it is critical for firms seeking a competitive edge to prioritize TQM procedures while putting in place the appropriate strategies for continuous improvement.

Oringo & Shire (2020) did a study on Total Quality Management Practices and Performance of Public Hospitals in Embu County, Kenya. The main goal of the study was to determine the impact of total quality management practices and performance of public hospitals in Embu County, Kenya. The study's objectives were to determine the impact of top management commitment on the performance of public hospitals in Embu County, the impact of customer focus on the success of selected hospitals in Embu County, the impact of employee engagement on the functioning of service hospitals in Embu County, as well as the mediating role of organizational capability on the success of selected hospitals in Embu County. The study employed a cross-sectional design. 425 staff from Embu County's five public hospitals were the target population. The sample size was determined by stratified random sampling, which yielded 205 respondents. The study's objectives were met through the utilization of both primary and secondary data. The study used content validity, which was determined by the supervisor's expert opinion, and reliability was determined by Cronbach's alpha. Data analysis was aided by descriptive and inferential statistics. The findings revealed that continuous enhancement has a favorable and significant impact on manufacturing business performance. Customer attention was found to be important in explaining performance variation, while top management commitment was found to have a considerable impact on manufacturing business performance. The association between Total Quality Management techniques and performance was moderated by organizational capabilities.

Wanyoike (2016) investigated the relationship between quality management techniques and organizational performance in Kenyan manufacturing firms, finding that top management commitment has a significant impact on manufacturing firm

performance. According to the report, companies' management should be devoted to quality by giving the organization a strategic direction. The study included both descriptive and explanatory research designs and was based on the positivist study philosophy. A census sample methodology was employed for 120 respondents in the study, which targeted 60 industrial enterprises in Kenya. The study relied on original data acquired through questionnaires.

Chepkoch (2014) investigated the impact of overall quality management methods on tertiary institute performance in Uasin-Gishu County, and found that top management has a favorable and significant impact on organizational performance. The study employed an explanatory research methodology with a sample size of 421, which included department heads and tutors from tertiary institutions in Uasin-Gishu County. The 264 respondents who were given a questionnaire were chosen using stratified random sampling. Data analysis was aided by descriptive and inferential statistics.

Summary of the identified gaps

Despite the fact that previous research has shown the importance of Total Quality Management Practices for Organizational Performance, there is a research gap in the scope, there is less literature addressing Total Quality Management Practices in public sector particularly in county governments and more so since it is a political environment, there is therefore a need to conduct this study in Nandi county assembly so as to address the research problem currently experienced in Nandi county assembly.

The existing literature have measured performance of the public sector touching on service delivery and efficiency of service provision. However, quality legislation has

not featured and therefore, this study explores quality legislation as a variable among others to measure performance in the county assembly.

Based on the existing literature, management commitment, employee training and customer focus in TQM has been widely discussed. However, this research aims at integrating continuous enhancement as indicated in six sigma and innovation among the other variables in order to measure TQM effectiveness.

Existing literature shows that most scholars have done their studies outside the country, while some have focused their studies within the country but in other organizations other than the county governments and precisely the county assembly. Therefore, the current study will focus on county assembly and specifically Nandi County assembly.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

The methods which were used to conduct the study are presented in this part. This part also highlights the type and source of data, the target population and sampling methods. It also describes the way in which data was collected and how it was analyzed. The methodology which was most fit was used as a guideline in the gathering of information and ultimately, it's processing.

Research design

The study used cross-sectional survey design. This design was suitable for this study since events are recorded, described, analyzed and interpreted. The design defines a subject usually by creating a profile of a group of problems, people or events through collection of data and tabulation of frequencies on research variables or their interaction (Keinan & Karugu, 2018). The study utilized both descriptive and inferential statistics.

Quantitative technique was employed in this research. The design involved data collection from members of a given population through questionnaires. The primary advantage of the design is that the researcher is able to gather a great deal of information in a relatively short period of time. Quantitative technique is based on concrete numbers and fewer variables. This can help to remove biases from the research and make the findings more accurate. Another advantage is that large samples are often easier to

obtain. The study was cross-sectional research because the respondents were interviewed only once.

Unit of analysis

The study evaluated the relationship between TQM practices and performance in Nandi County assembly. Therefore, the unit of analysis in this study was the county assembly of Nandi.

Unit of observation

The employees and legislators in the institution were interviewed as well as the ward office officers with the aim of establishing TQM practices and performance of Nandi County assembly, therefore the employees and legislators formed the unit of observation.

Target population

The target population was the top management staff with four directorates in it, legislators and Ward office staff. The number of targeted respondents in the study was approximately 300 people.

Sampling techniques

According to Kothari (2004) cited by (Abdullahi & Kinyua, 2018; Gitonga, 2020), sample size refers to the number of items to be selected from the universe to constitute a sample. This means the sample should be optimum to fulfill the requirements of efficiency, representativeness, reliability and flexibility. Therefore, in this case, the study adopted the census technique due to the small number of

respondents involved. The census involved all the strata as per the sub-counties they operate from. (List attached in the appendix 1)

Data collection instruments

The study employed questionnaire as the instrument which was specifically developed for this study. This was developed basing on the conceptual framework and researcher's understanding of the variables. The questionnaire was therefore suitable since it could serve a large number of respondents and furthermore have a benefit of being easily administered as well anonymity, and standardization of questions for the main purpose of easing data analysis procedure.

Validity of the research instruments

Validity, according to Kothari (2004) relates to whether or not a questionnaire used in a study is measuring what it purports to measure. According to Mugenda and Mugenda, (2003) expert judgment improves the validity of an instrument. The questionnaire was subjected to a rigorous examination by independent resource individuals and university professors who are research experts in order to ensure satisfied validity. The process involved enriching of the questions which resulted in merging of some questions, addition and removal of others thus coming up with the valid research instruments.

Reliability of the Research Instrument

According to Njoroge (2018) data dependability is the degree to which a research instrument produces consistent data or outcomes after repeated trials. A pilot study with 30 respondents was conducted in Uasin-Gishu County Assembly to determine the

suitability of the questions and to refine the research instrument for clarity. The instruments' reliability was assessed using Cronbach's alpha coefficient. The instrument was judged to be dependable if it was to have an alpha value of 0.7 or higher.

Table 1; Reliability Statistics

Cronbach's Alpha	N of Items
.908	26

The analysis from table 1 shows the alpha value of .908. this means that the research instrument was reliable since the alpha value was higher than 0.7.

Data gathering procedures

Permission to conduct research was sought from the University of Eastern Africa Baraton. Reaserch permit was also obtained from the national commission for science, technology and innovation (Nacosti). The researcher obtained permission to conduct research from Nandi county assembly through the clerk of the county assembly. The researcher administered the questionnaires to the respondents and collected them to deter collusion and enhance the rate of response. The researcher administered the questionnaire individually to all the respondents and care and control was exercised to ensure all the questionnaires issued were received by maintaining a register of questionnaires.

The study used primary data that was gathered through structured questionnaires. The questionnaire comprised of close-ended questions. The close-ended questions captured the quantitative data. The questionnaire was divided into three

sections. The first section consisted of demographics designed to determine characteristics of the respondent. The second section was devoted to Total Quality Management Practices in Nandi County Assembly while the third section was focused on the Performance in Nandi County Assembly. The questionnaires were self-administered using the drop and pick-later approach as this was to give the respondents enough time to respond to the questions appropriately.

Statistical treatment of data

Data was collected, cleaned for the purpose of identifying any incomplete, inaccurate or unreasonable data. Data analysis involved quantitative procedures where it required the use of computer spreadsheets and the Statistical, Package for Social Science (SPSS) hence Computer program SPSS version 25.0 was used to analyze the data in this study. SPSS is a computer package that can be used in descriptive statistics to generate frequencies tables, plots and graphs. The data collected was presented using statistical measures, frequency tables and percentages. The SPSS is also handy in inferential statistics hence was utilized in getting the correlations between variables. Averages and cross tabulations of both independent and dependent constructs was tabulated then a regression analysis was used to determine the level of association between the variables and to test the hypotheses. The strength of the relationship between the dependent variable and the independent variable was then measured. Regression analysis was used because it determines if the parameters have a linear relationship, determine the size of the association, determine if the relationship remains after adding more variables to the regression model, and statistically test if the relationship can be generalized to the population from which it was drawn.

Model

In addition to correlation analysis, the study conducted a multiple regression analysis.

The multiple regression model was $Y = B_0 + B_1x_1 + B_2x_2 + B_3x_3 + B_4x_4 + e$

Where:

Y = performance in Nandi County assembly

x_1 = Management commitment

x_2 = Employee training

x_3 = Continuous enhancement

x_4 = Customer focus

B_1, B_2, B_3, B_4 are regression coefficients

e = error term

Ethical consideration

The researcher ensured informed consent by sharing with the targeted respondents the research goals, methods, expected outcome as well as rights and responsibilities of each participant. Those who were not willing to participate in the study were under no obligation to do so. Also, the researcher remained conscious of taking notes on the spot during the interview and took distance from preconceptions during data analysis to enrich reliability. Furthermore, this research was carried out in accordance with the university of Eastern Africa Baraton's strict ethical standards.

Plagiarism was prevented as much as possible throughout the entire process, from the development of the proposal to the data analysis and final thesis write-up, by referencing relevant sources and authority of secondary sources of information. Any type of research must take into account the researches' honesty and integrity. As a result, the researcher sought authorization from the relevant authorities before carrying out a pilot study.

CHAPTER FOUR

PRESENTATION OF FINDINGS, ANALYSIS AND INTERPRETATION

INTRODUCTION

This chapter deliberated on the influence that total quality management practices have on performance of Nandi County Assembly. On the onset, summary of the respondent's demographics was discussed with the aim of exploring and understanding the respondents. This was followed by presentation of the findings, analysis and interpretation of the study using descriptive statistics such as correlation and regressions. This was aimed at answering the following research questions;

- v. Has top management commitment influenced performance in Nandi County assembly?
- vi. Has training of employees and elected leaders influenced performance of Nandi County assembly?
- vii. Has continuous enhancement influenced performance of Nandi County assembly?
- viii. Is customer focus influencing performance in Nandi County assembly?

Response rate

300 questionnaires were distributed to the respondents. 281 responses were obtained at the end of the survey period. This represented a response rate of 94%. According to (Baruch & Holtom, 2008), in business survey, a response rate of 50% or more is sufficient. Therefore, a response rate of 94% is sufficient to carry out the analysis.

Demographic profile

The demographics presented in this part takes into account age, gender, education level, number of years worked and the directorate one belongs. The findings are as follows:

Table 2; Age bracket

Valid	Age bracket	
	Frequency	Percent
23-27	16	5.7
28-32	65	23.1
33-37	58	20.6
38-42	40	14.2
43-47	31	11.0
48-52	55	19.6
53-57	15	5.3
Above 58	1	.4
Total	281	100.0

Age range of 28-32 had the highest number of respondents accounting for 23.1%, followed by 33-37 with 20.6%, 48-52 with 19.6%, 38-42 with 14.2%, 43-47 with 11%, 23-27 with 5.7%, 53-57 with 5.3% and lastly above 58 with 0.4%.

The highest range of 28-32 representing 23.1% could have been informed by the change of governance from the county council to the county government structure where a number of new employees were hired by the new government. This can also be seen from the second highest range of 33-37 representing 20.6%. When this group is compared with the third highest range, 48-52 representing 19.6% which quite a number of them must have worked in the previous regime of county council, a concrete analyzes can be deduced from this study.

Table 3 Gender

Valid	Frequency	Percent
Male	152	54.1
Female	129	45.9
Total	281	100.0

Out of the 281 respondents, 152 representing 54.1% were male while 129 representing 45.9% were female. This perhaps can be said to be a replica of our societies where men are sent out to look for resources while women are left to take care of the family. The difference however is not that immense.

Table 4 Highest level of education

Valid	Highest level of education Frequency	Percent
Secondary	8	2.8
Post-secondary Certificate	29	10.3
Diploma	81	28.8
Degree	123	43.8
Masters	40	14.2
Total	281	100.0

The level of education is said to be among the factors that would influence the performance in a work environment. When people are well equipped academically, they are likely to perform their duties effectively and efficiently. With 43.8% of employees having a bachelor's degree, followed by diploma at 28.8% and 14.2% of master's degree, culminating to 86.8% academic prowess, quality provision of services should

flow. Thus, the data obtained from the study population represented all levels of academic qualification.

Table 5: Working experince

How long have you worked in Nandi County Assembly		
Valid	Frequency	Percent
Less than one year	18	6.4
1-2 Years	70	24.9
3-5 Years	127	45.2
Above 5 Years	66	23.5
Total	281	100.0

The study sought to establish the duration that each respondent had served in the current institution. The research established that the highest number of staff had served for 3-5 years representing 45.2%, 1-2 years representing 24.9% and above 5years representing 23.5%. The lowest being less than one year representing 6.4%, the low could be due to freezing of employment in the county government by the civil service. The fact that the bulk of employees have served for more than two years is an indicator that responds given would be expected to offer a sound judgement since the employees already have an idea about what has been going on in the institution.

Table 6: Directorate

Which directorate do you work in Nandi County Assembly		
Valid	Frequency	Percent
Human resource	131	46.6
Legislative and procedure	90	32.0
Finance	48	17.1
Communication	12	4.3
Total	281	100.0

The highest number of respondents came from the human resource directorate, 131 respondents representing 46.6%. This perhaps was informed by the fact that most employees ranging from drivers, cleaners, sub-county ward offices, cleaners and so on, fall under this directorate. The second highest group is on legislative and procedure and assembly being majorly a legislative institution, this could have informed the high number of respondents. The finance team represented 17.1% and the lowest was the communication directorate at 4.3% where a small number of employees work in that said directorate.

Table 7 Percentage of response

The table below shows how the respondent's responded to each question in the questionnaire.

	Strongly disagree d	Disagre e	Slightl y disagre e	Slightl y agree	Agre e	Strongl y agree
Top Management are actively involved in quality control activities in Nandi County Assembly.	0	0.4	2.1	10.0	40.2	47.3
Top management promotes teamwork and performance evaluation.	0.4	1.8	4.3	19.6	48.8	25.3
Recruitment, selection and appointment of employees is meritorious.	0	2.1	7.1	17.4	34.9	38.4
Top management provides sufficient resources for learning and developing employees.	0.4	1.1	7.1	24.2	34.5	32.7
Top Management creates and maintains shared values, equity and opportunities at all organizational levels.	0	1.8	7.1	21.4	35.6	34.2
Promotion of employees is done purely on merit.	1.1	3.2	10.0	24.9	31.0	29.9
Quality provision of services is advocated for by top management.	1.1	3.6	8.5	21.0	33.8	32.0
The assembly's training programs are relevant to quality management.	0	0.4	3.2	16.4	30.2	49.8
Nandi County Assembly assigns sufficient time for training.	0	1.4	5.3	20.6	47.0	25.6
The Nandi County Assembly holds regular training sessions for its employees.	0.7	2.8	7.8	22.4	34.5	31.7
During training, the Nandi County Assembly allocates enough time for each session.	0	1.4	5.7	24.6	35.2	33.1

Qualified and competent trainers are identified to train employees.	0.7	2.1	4.6	23.1	33.8	35.6
Nandi county assembly review training programs regularly.	1.4	2.8	10.3	21.0	39.5	24.9
The County Assembly has ensured that all necessary resources are distributed evenly across the many departments for innovative work.	0.4	1.8	1.8	10.0	33.1	53.0
The County Assembly has given its employees the opportunity for benchmarking with other organizations.	1.1	1.1	5.0	30.6	44.5	17.8
Nandi County Assembly is constantly working to improve the quality of its system guides.	1.1	3.2	12.8	19.9	33.5	29.5
Nandi County Assembly has a quality manual.	0.7	3.2	9.3	20.3	38.8	27.8
The management has established the role and duties of different functional departments	1.1	1.8	13.2	19.9	37.0	27.0
Nandi County Assembly very often serves the needs and expectations of its clients.		0.4	2.1	12.1	31.0	54.4
Nandi County Assembly workers are encouraged on how to put the client first.	0	0.4	2.8	20.6	48.8	27.4
Nandi County Assembly has done much to establish good relationships with its customers.		1.4	3.2	20.6	32.0	42.7
The Nandi County Assembly places a high value on customer satisfaction.	0.4	2.1	6.0	22.8	39.5	29.2

Nandi County Assembly prioritizes customer feedback.	1.4	2.8	10.0	22.8	35.6	27.4
Service Delivery	0	0.4	2.8	9.6	34.2	53.0
Efficiency of service provision	0.4	1.8	3.2	15.7	51.6	27.0
Quality legislation	0	1.1	2.5	22.8	41.3	32.4

Table 8 Descriptive Statistics

	Mean	Std. Deviation	N
Performance	5.1210	.58790	281
Management_commitment	4.9241	.63200	281
Employee_training	4.9235	.60535	281
Continuous_enhancement	4.8167	.68698	281
Customer_focus	4.9597	.65613	281

The mean of the response data distribution is shown in the table above. When it comes to performance, the mean of 5.12 indicates that the majority of respondents generally agreed according to the linkert scale. The mean of Management_commitment, Employee_training, Continuous_enhancement and Customer_focus all indicates that the majority of respondents slightly agree according to the linkert scale. The Std. Deviation shows that the data were spread.

Total Quality Management Practices and performance in Nandi County

Assembly

Correlations

Performance	Management	Employee training	Continuous enhancement	Customer focus

			commitment			
Performance	Pearson Correlation	1	.473**	.502**	.517**	.605**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	281	281	281	281	281
Management_commitment	Pearson Correlation	.473**	1	.776**	.781**	.695**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	281	281	281	281	281
Employee_training	Pearson Correlation	.502**	.776**	1	.780**	.620**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	281	281	281	281	281
Continuous_enhancement	Pearson Correlation	.517**	.781**	.780**	1	.647**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	281	281	281	281	281
Customer_focus	Pearson Correlation	.605**	.695**	.620**	.647**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	281	281	281	281	281

** . Correlation is significant at the 0.01 level (2-tailed).

The study aimed at responding to the four questions that were earlier on stated. Regression was used to determine the effect the predictor variable would have on the dependent variable as well as the extend of influence and the significance. Correlation was also employed to test the relationship between variables. In order to carry out this process successfully, a ratio scale variable was created by having a mean of all items

under continuous enhancement, management commitment, employee training and customer focus. The analysis was then carried out as follows;

Correlation analysis

As part of the quantitative analysis, correlation between the constructs of this study were explored with Pearson bivariate correlation, the key findings are presented in table

Table 9 Correlation analysis

In the case of Management commitment, Results of the Pearson correlation indicated that there was a significant positive association between Management commitment and performance .473, $p < .001$

In the case of Employee training, Results of the Pearson correlation indicated that there was a significant positive association between Employee training and performance .502, $p < .001$

In the case of Continuous enhancement, results of the Pearson correlation indicated that there was a significant positive association between Continuous enhancement and performance .517, $p < .001$

In Customer focus, results of the Pearson correlation indicated that there was a significant positive association between Customer focus and performance .605, $p < .001$

Regression analysis

A multiple linear regression analysis was conducted to assess whether there is a significant relationship between total quality management practices and performance in Nandi County assembly. The regression findings gave values for R, R squared, adjusted R and the standard error. The results are presented in the following tables.

Table 10: Model Summary

Model Summary									
Mo del	R			Std.	Change Statistics				
	R	Squar e	Adjusted R Square	Error of the Estimate	R Square Change	Chang e	df1	df2	Sig. F Change
1	.635 ^a	.403	.394	.45764	.403	46.52 2	4	276	.000

The key statistic which sheds light on the fitness of the model is R Square. As per the findings, the results of the regression indicated that 40.3% of the variation in performance is explained by total quality management practices. (R square = 0.403, F = 4, p<0.01). it shows that 40.3% of the variation in time is explained by the model.

Analysis of variance (ANOVA)

Analysis of variance was conducted to assess the effect of total quality management practices and performance in Nandi County assembly. The significance for variations contributed by independent variables on the dependent variable compared to the variation contributed by residuals is measured by the analysis of variance (Delacre et al., 2020) the F test determines the existence of significant relationship between the dependent variable and the all set of independent variable (Mora et al., 2020).

Table 11: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.972	4	9.743	46.522	.000 ^b
	Residual	57.803	276	.209		
	Total	96.775	280			

a. Dependent Variable: Performance

b. Predictors: (Constant), Customer_focus, Employee_training, Continuous_enhancement, Management_commitment

The findings indicated that there was a significant relationship at the $p < 0.001$ level, $F(4,276) = 46.522$. This therefore shows that the regression model significantly predicts the outcome variable. And hence the model was fit to predict whether there is a significant relationship between total quality management practices and performance in Nandi County assembly.

Coefficients

Regression coefficient were tested for significance using t-statistics at 5% level of significance and conclusion drawn. The beta coefficients indicate the direction of relationship between total quality management practices and performance in Nandi County Assembly. The p value was used to assess whether the hypothesis will be rejected or not.

Table 12: Coefficients

Model	B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B	
						Lower Bound	Upper Bound

(Constant)	2.060	.243	8.487	.000	1.582	2.538	
Management commitment	-.115	.081	-.124	-1.416	.158	-.276	.045
Employee training	.161	.080	.165	2.006	.046	.003	.318
Continuous enhancement	.153	.072	.179	2.123	.035	.011	.295
Customer focus	.423	.060	.473	7.080	.000	.306	.541

Analysis and interpretation

The predictive model

Y = performance in Nandi County assembly

x_1 = Management commitment

x_2 = Employee training

x_3 = Continuous enhancement

x_4 = Customer focus

Management commitment

The coefficients table above (table 12) shows that management commitment has no significant relationship with performance in Nandi County Assembly. The regression coefficient of management commitment is statistically not significant because it is higher than 0.05 level of significance (.158 > .05). Therefore, the null hypothesis was accepted. The coefficient of Management commitment (-.115) indicates that for every one-unit change in management commitment there is a decrease in performance (0.115 unit decrease in performance). This is further elaborated by the regression coefficient of management commitment which is greater than 0.05

(0.158>0.05). It therefore indicates that leadership, management involvement and critical resources does not necessarily contribute to increased performance. Therefore, the null hypothesis was accepted.

Employee training

The coefficients table above (table 12) shows that employee training has significant relationship with performance in Nandi County Assembly. The coefficient of employee training (.161) indicates that for every one-unit change in employee training there is an increase in performance 0.161 unit increase in performance. This suggests that when employee is given appropriate, regular and timely training, the performance will increase. Further, it can be observed that the regression coefficient of employee training is statistically significant at 0.046 which is lower than 0.05 and therefore, the null hypothesis was rejected.

Continuous enhancement

The coefficients table above (table 12) also shows that Continuous enhancement has significant relationship with performance in Nandi County Assembly. The coefficient of Continuous enhancement (.153) indicating that for every one-unit change in Continuous enhancement there is an increase in performance .153 unit increase in performance. This suggests that when the county assembly improves the techniques of service provision, as well as doing benchmarking while promoting innovation, the performance will increase. The regression coefficient of Continuous enhancement is statistically significant at 0.035<0.05. Therefore, the null hypothesis was rejected.

Customer focus

The coefficients table above (table 12) also shows that Customer focus has significant relationship with performance in Nandi County Assembly. The coefficient of Customer focus (.423) indicating that for every one-unit change in Customer focus

there is an increase in performance; .423 unit increase in performance. This suggests that when the county assembly builds relationship with its clients, gives them feedback and give them satisfactory services, the performance will increase. The regression coefficient of Customer focus is statistically significant at $0.00 < 0.05$ and thus the null hypothesis was rejected.

Discussion of the findings

Influence of top management commitment on performance in Nandi County assembly.

The first research question was; has top management commitment influenced performance in Nandi County assembly? From the study, there is no significant relationship between management commitment and performance. It therefore indicates that, leadership, management involvement and critical resources does not necessarily influence performance in Nandi County Assembly. The study elicits various reactions as many scholars have come up with differing results, some are concurring with the results of the current study while some have contradictory results. The results of the study are in agreement with the findings of Setyawan, A., Nainggolan, F., & Fauzi, A. (2021) who researched on the influence of management commitment and leadership on safety performance in the manufacturing industry and found that employee involvement was considered to positively affect the performance but top management commitment, and leadership variables did not have a significant effect on the performance.

Also, the results of Tanuwijaya et al., (2021) revealed that, top management commitment directly influences green purchasing and supply chain practices. However, top management commitment does not directly affect organizational performance and

hence supporting the findings of the current study. furthermore, (Ahmed et al., 2021) conducted a comparison analysis between public and private hospitals on top management commitment, management, and quality measures. According to the findings of the study, private hospitals in Malaysia have better top management commitment and workforce management than public hospitals. The findings suggest that top management commitment is more efficient leading to performance in a private sector, but may not be efficient in public sector.

However, the findings are contrary to studies done by Waduu & Rugami, (2020) on commercial banks in Kilifi town. The findings showed that there was significant relationship of management commitment to performance. A study by Kiprono (2018) on airlines in Kenya also agrees with this position that there is significant relationship of management commitment and performance. Some other scholars including (Alghamdi, 2018; Andrews et al., 2006; Patyal & Koilakuntla, 2017) asserted that top management commitment significantly influence organizational performance. The divergence in findings as shown by the two studies in relation to the study at hand could have been informed by the fact that, the two studies were carried out in a private sector while the current study is being carried out in a public sector.

Influence of training on performance of Nandi County assembly.

The second research question was; has training of employees and elected leaders influenced performance of Nandi County assembly? From the study, employee training has a significant relationship with performance in Nandi County Assembly. Its significance is 0.46 which is lower than 0.05 ($0.46 < 0.05$) and therefore shows that training contributes to performance in Nandi County Assembly. Further to this, the

coefficient of employee training (.161) indicates that for every one-unit change in employee training there is an increase in performance; 0.161 unit increase in performance.

The findings are in agreement to the study done by (Phan et al., 2019), who through regression analysis established that employee training positively influenced organizational performance. While (Andrews et al., 2006; Enggartyasti & Caraka, 2017; Phan et al., 2019) found that employee development and training, quality control as well as evaluation, management dedication and, to a lesser extent, performance measurement are the main TQM strategies that appear to play a major role in improving employee performance.

The study findings are also in agreement with the findings of Dhieu, (2019) who also asserted that employees at all levels must accept quality education and training because it helps them to make quality management approaches and one's duties in TQM implementation. While Abdi (2020) in his findings, also concluded that the powerful performance of any business is achieved through employee training, which allows for quality improvement. Furthermore, (Faraj et al., 2021; Setyawan et al., 2021) found that employee training identifies achievement opportunities, which improves employees' skills and knowledge, allowing for a quality improvement process in production. This therefore means that, frequency of training, relevance of training and periods of training improves performance in an organization.

Influence of continuous enhancement on performance of Nandi County assembly.

The third research question was; has continuous enhancement influenced performance of Nandi County assembly? The study found out that continuous enhancement has significant relationship with performance in Nandi County Assembly. Its significant at $0.035 < 0.05$ and therefore continuous enhancement influences performance. The coefficient of Continuous enhancement (.153) indicates that for every one-unit change in Continuous enhancement there is an increase in performance .153-unit increase in performance.

This study's findings are consistent with the finding of research done by (Abdulla, Maleihah Awadhi, 2019; Loomba & Spencer, 1997; Vouzas & Jaca, 2016) whereby in their studies about total quality management (TQM), they established that continuous enhancement is one of the essential factors in TQM success. Changes in technology and customer requirements required a flexible approach towards aligning organizational products, process and services to meet the continued change in customer demands. The study is also in agreement to the study carried out by (Boventura Murunga & Kisimbii, 2019; Kiprotich et al., 2018; Manatos et al., 2017), who stated that, continuous enhancement plays a critical role in an organization as it improves customer satisfaction, delivery of services, reduce costs as well as integration of customer relationship and budget control.

Wanyoike, (2016) in his study also found that Continuous improvement is significantly associated with organizational performance. His finding is consistent with the current study and other previous studies (Andrewes et al., 2018; Enggartyasti &

Caraka, 2017; Jimoh et al., 2019; Oringo & Shire, 2020,) in which researchers discovered that continuous improvement in quality standards has a positive impact on various types of performance. Keeping in mind the importance of continuous improvement in TQM makes quality management less relevant in manufacturing firms. This may be the most important reason that most previous studies in the field have chosen the manufacturing context. From the findings it can therefore be concluded that, benchmarking, innovation and application of six-sigma improves performance in an organization.

Influence of customer focus on performance of Nandi County assembly.

The fourth research question was; is customer focus influencing performance in Nandi County assembly? Customer focus has a substantial association with performance in Nandi County Assembly, according to the study. The Customer focus coefficient (.423) indicates that for every one-unit change in Customer focus, performance improves. Increased performance by 0.423 units. This implies that the county assembly's performance will improve if it develops relationships with its clients, provides feedback, and provides satisfying services.

This is further elaborated by regression coefficient of Customer focus which is $0.00 < 0.05$ and therefore is statistically significant. This study's findings are also consistent with the findings of (Alghamdi, 2018; Boyne & Walker, 2002; Faraj et al., 2021; Jimoh et al., 2019; Manatos et al., 2017; Phan et al., 2019) who also established that Customer focus has a significant relationship with performance. The findings have been supported by research done by Munizu (2013) who found out that, customer satisfaction is at the center of TQM concept and is further corroborated by a study

conducted by (Dhieu, 2019). He found out that customer attention increased organizations' ability to retain consumers, which led to improved organizational performance. It therefore indicates that client feedback, relationship building with clients and satisfactory service provision would improve performance Nandi County Assembly.

The study results further support the assertion by Abdullahi & Kinyua (2018) who also pointed out that having a customer experience is usually a significant contributor to the overall success of a county government, and it entails ensuring that all aspects of the county prioritize the satisfaction of its customers. According to Abdullahi & Kinyua (2018), County governments should focus on customer wants and expectations, provide a personalized and quality customer experience, deliver the right services at the right time, and focus on building a constructive relationship with customers. In view of the study findings regarding customer focus, it is therefore recommended that Nandi County assembly should identify factors influencing employee relations, drive the integration of employee relations processes with other people, management and human capital functions, and monitor and review the effectiveness of employee relations strategies and policies in line with county assembly goals.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Introduction

This chapter presents the summary of the study, the conclusion as drawn from the finding and suggestion for further studies.

Summary

The study sought to evaluate if the TQM practices in Nandi County assembly have influenced performance to satisfaction of the electorates. The study was motivated by the fact that, there are some major issues that have hindered service provision in public sector leading to complains on service provision. The study was guided by four questions:

The first question was, has the top management commitment influenced performance in Nandi County assembly? The study findings showed that there is no significant relationship between management commitment and performance. Consequently, the results show that leadership, management involvement and critical resources do not necessarily contribute to increased performance.

The second question was, has the training of employees and elected leaders influenced performance of Nandi County assembly? From the study, employee training has a significant relationship with performance in Nandi County Assembly. The study findings propose that when an employee is given appropriate, regular and timely

training, the performance will increase, and therefore the study advocates for relevant and quality training to employees at an appropriate regular period.

The third question was, has continuous enhancement influenced performance of Nandi County assembly? The findings found out that continuous enhancement has significant relationship with performance in Nandi County Assembly. The findings revealed that when the county assembly builds relationship with its clients, gives them feedback and give them satisfactory services, the performance will increase.

The fourth question was, is customer focus influencing performance in Nandi County assembly? The study findings showed that Customer focus has a significant relationship with performance in Nandi County Assembly, according to the study, when the county assembly improves the techniques of service provision, as well as doing benchmarking while promoting innovation, the performance will increase.

Conclusion

To conclude, organizational performance and service delivery in devolved government and public institutions will remain one of the top issues relating to economic development and growth. The results of the present study findings evidenced by multiple regression analysis and correlation analysis showed that TQM practices in Nandi County assembly have significantly influenced performance to satisfaction of the electorates. Further, the findings suggest that TQM models can go further than improving the quality of products and services and lead to excellence and superior organization skills.

Policymakers must place additional pressure on public-sector managers to make significant progress in making their organizations more citizen-friendly and thus working more efficiently for the benefit of citizens. Quality management also necessitates the active participation and support of county assembly managers. They must understand and apply quality ideologies in order to achieve high performance levels in services and processes and raise the standard of living for citizens.

Based on the results of the study, there is need for continuous enhancement in the county assemblies as this will enhance customer satisfaction. Also, the study emphasizes the need for employee training as it positively influences the organizational performance. Furthermore, the study recommends Nandi County assembly to develop relationships with its clients, provides feedback, in order to improve delivery of services to the electorates and clients. The study concludes that undeniably TQM practices in Nandi County assembly influences performance to satisfaction of the electorates.

Recommendations

The study sought to evaluate if the TQM practices in Nandi County assembly influences performance to satisfaction of the electorates. The study findings are very informative to the administrators, leaders and policy makers.

1. Based on findings, the study recommends that Nandi County assembly should review training programs regularly, the management should make sure that the assembly's training programs are relevant to quality management.
2. As part of ensuring quality service provision, the County Assembly should ensure that all necessary resources are distributed evenly across

the many departments for innovative work, while at the same time, employees be given the opportunity for benchmarking with other organizations.

3. The study recommends that County Assembly should have a quality manual which should be followed by each employee. The study recommends that all employees should be oriented on how to put the client first and always encouraged to serve the needs and expectations of its clients and therefore strive to establish good relationships with its customers/ clients. Furthermore, the County Assembly needs regularly review and rate their performance.
4. Lastly, the study recommends that continuous improvement and monitoring may be built in to all policies and procedures rather than just one-time attention to enable issues to be addressed and minimize errors.

Recommendations for further studies

- The current study relied on primary data, future scholars need to carry out similar studies by use of both primary and secondary data for preciseness of the study.
- The study findings had a coefficient adjusted R squared .394 which translated to 39.4%, the remaining 60.6% is attributed to other factors that may be beyond the scope of the current study that future scholars ought to focus on.

- The current study focused on the total quality management practices and performance in Nandi County assembly, future scholars can conduct the same study in other county assemblies.
- Further, future scholars can look at total quality management practices and performance in other public sector like state departments and ministries, commissions or other service organizations/ parastatals.

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() Communication

Section B Total Quality Management

a) Kindly indicate whether in your opinion Total Quality Management is reflected in the following aspect about Top Management commitment of Nandi County Assembly. (Tick where appropriate)

Key: 1- strongly disagree, 2- disagree, 3- slightly disagree, 4-slightly agree, 5-agree, 6- strongly agree

No		strongly agree	agree	slightly agree	slightly disagree	disagree	strongly disagree
1	Top Management are actively involved in quality control activities in Nandi County Assembly.						
2	Top management promotes teamwork and performance evaluation.						
3	Recruitment, selection and appointment of employees is meritorious.						
4	Top management provides sufficient resources for learning and developing employees.						
5	Top Management creates and maintains shared values, equity and opportunities at all organizational levels.						

6	Promotion of employees is done purely on merit.						
7	Quality provision of services is advocated for by top management.						

b) Please indicate your level of agreement with the following aspects Employee training in Nandi County Assembly (check the appropriate boxes)

No		strongly agree	agree	slightly agree	slightly disagree	disagree	strongly disagree
1	The assembly's training programs are relevant to quality management.						
2	Nandi County Assembly assigns sufficient time for training.						
3	The Nandi County Assembly holds regular training sessions for its employees.						
4	During training, the Nandi County Assembly allocates enough time for each session.						
5	Qualified and competent trainers are identified to train employees.						
6	Nandi county assembly review training programs regularly.						

c) Please indicate your level of agreement with the following aspects Continuous enhancement in Nandi County Assembly (check the appropriate boxes)

No		strongly agree	agree	slightly agree	slightly disagree	disagree	strongly disagree
1	The County Assembly has ensured that all necessary resources are distributed evenly across the many departments for innovative work.						
2	The County Assembly has given its employees the opportunity for benchmarking with other organizations.						
3	Nandi County Assembly is constantly working to improve the quality of its system guides.						
4	Nandi County Assembly has a quality manual.						
5	The management has established the role and duties of different functional departments						

d) Please indicate your level of agreement with the following aspects customer focus in Nandi County Assembly (check the appropriate boxes)

No		strongly agree	agree	slightly agree	slightly disagree	disagree	strongly disagree
1	Nandi County Assembly very often						

	serves the needs and expectations of its clients.						
2	Nandi County Assembly workers are encouraged on how to put the client first.						
3	Nandi County Assembly has done much to establish good relationships with its customers.						
4	The Nandi County Assembly places a high value on customer satisfaction.						
5	Nandi County Assembly prioritizes customer feedback.						

e) To what extent do you agree that there is adequate Performance in Nandi County Assembly in the following areas: (tick where appropriate)

No		strongly agree	agree	slightly agree	slightly disagree	disagree	strongly disagree
1	Service Delivery						
2	Efficiency of service provision						
3	Quality legislation						

Appendix 2

List of ward offices in the six sub counties

	Mosop Subcounty		Nandi Hills Subcounty
1	Chepterwai	1	Nandi Hills
2	Kipkaren	2	Chepkunyuk
3	Kurgung/Surungai	3	Ol'lessos
4	Kabiyet	4	Kapchorua
5	Ndalat	5	
6	Kabisaga		Chesumei Subcounty
7	Sangalo/Kebulonik	1	Chemundu/Kapng'etuny
		2	Kosirai
	Emgwen Subcounty	3	Lelmokwo/Ngechek
1	Chepkumia	4	Kaptel/Kamoiywo
2	Kapkangani	5	Kiptuya
3	Kapsabet		
4	Kilibwoni		Aldai Subcounty
		1	Kabwareng
	Tinderet Subcounty	2	Terik
1	Songhor/Soba	3	Kemeloi-Maraba
2	Tinderet	4	Kobujoi
3	Chemelil/Chemase	5	Kaptumo-Kaboi
4	Kapsimotwo	7	Koyo-Ndurio

Appendix 3

Work Plan

Activity	May	June	July	August	September	October	December
Concept Presentation	■						
Proposal Writing		■					
Proposal Presentation			■				
Approval and Data collection				■			
Data analysis and Report Writing						■	
Final Presentation							■

Appendix 4

Study Budget

Item	Quantity/ People	Days	Unit Cost (Ksh)	Total Cost (Ksh)
Research Assistants	1	10	500	5,000
Transcription	1	10	200	2,000
Stationery	2	N/A	1000	2,000
Transport	1	15	200	4,000
Airtime	1	N/A	2,000	2,000
SUB TOTAL				15,000
Contingency (10%)				1,500
GRAND TOTAL				<u>13,500</u>

Appendix 5

Ethical Approval Letter



OFFICE OF THE DIRECTOR OF GRADUATE STUDIES AND RESEARCH
UNIVERSITY OF EASTERN AFRICA, BARATON
P.O. BOX 2500-30100, Eldoret, Kenya, East Africa

8806032021

March 6, 2021

TO: Maiyo Philemon Nengo
School of Business
Department of Management
University of Eastern Africa, Baraton

Dear Philemon,

RE: **Total Quality Management Practices and Performance in Nandi County Assembly**

This is to inform you that the Research Ethics Committee (REC) of the University of Eastern Africa Baraton has reviewed and approved your above research proposal. Your application approval number is UEAB/REC/88/03/2021. The approval period is 6th March, 2021 - 6th March, 2023

This approval is subject to compliance with the following requirements;

- i. Only approved documents including (informed consents, study instruments, MTA) will be used.
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by the Research Ethics Committee (REC) of the University of Eastern Africa Baraton.
- iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to the Research Ethics Committee (REC) of the University of Eastern Africa Baraton within 72 hours of notification.
- iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to the Research Ethics Committee (REC) of the University of Eastern Africa Baraton within 72 hours.
- v. Clearance for export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days upon completion of the study to the Research Ethics Committee (REC) of the University of Eastern Africa Baraton.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://oris.nacosti.go.ke> and also obtain other clearances needed.

Sincerely,


Prof. Philemon Nengo

Chairperson, Research Ethics Committee

University of Eastern Africa, Baraton

P.O. Box 2500-30100, Eldoret, Kenya

Phone: +254 51 250030100

Fax: +254 51 250030100

Website: www.uea.ac.ke

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Member of the Association of African Universities

Member of the Association of Eastern African Universities

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Appendix 6

Research License

 
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **536527** Date of Issue: **08/November/2021**


RESEARCH LICENSE




This is to Certify that Mr.. MAIYO K. PHILEMON NENGO of University of Eastern Africa, Baraton, has been licensed to conduct research in Nandi, Uasin-Gishu on the topic: TOTAL QUALITY MANAGEMENT PRACTICES AND PERFORMANCE IN NANDI COUNTY ASSEMBLY for the period ending : 08/November/2022.

License No: **NACOSTI/P/21/13783**

536527
Applicant Identification Number


Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code



NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

Appendix 7

Curriculum Vitae

MAIYO KIPKOGHEY PHILEMON NENGO

P. O BOX 673-30300

KAPSABET

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EMAIL: PKIPKOGHEY@GMAIL.COM

Personal details

Date of birth 10th September 1985

Nationality Kenyan

Id No 24471213

Gender: Male

Marital status: Married

Language: English, Kiswahili, Nandi

Career objective

Work smart

Key competencies

Report writing skills, research skills, communication skills, teaching skills

Education and qualifications

University/institutions

2019-2022

University of Eastern Africa Baraton

Master's in Business Administration (Strategic Management)

Influence of TQM practices and performance in Nandi County

Assembly

2019

Higher Diploma in Human Resource Kenya National

Examination Council

(Knec) (Credit)

2012- Moi University
 Bachelor of Education Arts (English literature)
 (Second Class Honors)

2008-2009 Moi University
 Human Resource Management
 (Credit)

2005-2007 Narok Teachers Training College
 (Credit)

Secondary

2001-2004 Terige High School
 Kenya Certificate of Secondary education
 (B-)

Primary

1993-2000 Kaptien Primary School
 Kenya Certificate of Primary Education
 (502/700)

Professional training courses

2022 KSG
 Senior Management Course

2021 KSG
 Supervisory Skills development

2014 CPST parliamentary training

Work experience

2008 St. Peters Academy Narok (Attachment)
 Teaching

2009-2011 Build the Village (Noel Academy)

Teaching

2012/13 Kaptien Secondary School

Teaching

2013 to date Nandi County

Hansard Editor

Referee

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Clerk of the County Assembly

Nandi County Assembly

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