

**TOTAL QUALITY MANAGEMENT PRACTICES AND PERFORMANCE OF
GARISSA COUNTY GOVERNMENT, KENYA**

MOHAMED OMAR ABDULLAHI

D53/OL/GAR/26318/2015

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE
DEGREE OF MASTER OF BUSINESS ADMINISTRATION IN STRATEGIC
MANAGEMENT OF KENYATTA UNIVERSITY**

NOVEMBER, 2018

DECLARATION

I declare that this research project is my original work and it has not been submitted for the award of any degree or diploma in any other institution. No part of the project should be reproduced without the authority of the author and/or Kenyatta University.

Signature_____

Date _____

Mohamed Omar Abdullahi

Department of Business Administration

This research project is submitted for examination with my approval as the appointed university supervisor.

Signature_____

Date _____

Dr. Godfrey Kinyua

Department of Business Administration

School of Business

Kenyatta University

DEDICATION

This project is dedicated to my late dad Mr. Omar Abdullahi, my mother Mrs Alasa and my lovely wife Asha Irshad.

ACKNOWLEDGEMENT

I register my sincere gratitude to my supervisor Dr. Kinyua for his guidance, support and advice throughout this study. I am indebted to my parents whom without their moral support I would not have been able to pursue my studies. Special thanks to my colleagues for their love, moral support and encouragement during my studies.

TABLE OF CONTENTS

| | |
|---|------|
| DECLARATION | ii |
| DEDICATION | iii |
| ACKNOWLEDGEMENT | iv |
| LIST OF TABLES | viii |
| LIST OF FIGURES | ix |
| ABBREVIATIONS AND ACRONYMS | x |
| OPERATIONAL DEFINITIONS OF TERMS | xi |
| ABSTRACT | xii |
| CHAPTER ONE | 1 |
| INTRODUCTION | 1 |
| 1.1 Background to the Study..... | 1 |
| 1.1.1 Organizational Performance | 2 |
| 1.1.2 Total Quality Management Practices | 4 |
| 1.1.3 County Government of Garissa..... | 7 |
| 1.2 Statement of the Problem..... | 8 |
| 1.3 Objectives of the Study..... | 10 |
| 1.3.1 General Objective..... | 10 |
| 1.3.2 Specific Objectives | 10 |
| 1.4 Research Questions | 10 |
| 1.5 Significance of the Study..... | 11 |
| 1.6 Scope of the Study..... | 11 |
| 1.7 Limitations of the Study | 11 |
| CHAPTER TWO | 13 |
| LITERATURE REVIEW | 13 |
| 2.1 Introduction..... | 13 |
| 2.2 Theoretical Literature Review..... | 13 |
| 2.2.1 Quality Management Theory | 13 |
| 2.2.2 Structural Contingency Theory | 14 |
| 2.2.3 Systems Theory | 15 |
| 2.2.4 Customer Relationship Management Theory | 16 |

| | | |
|---|--|-----------|
| 2.3 | Empirical Literature Review | 17 |
| 2.3.1 | Process Management and Performance | 17 |
| 2.3.2 | Strategic Quality Planning and Performance | 18 |
| 2.3.3 | Customer Focus and Performance..... | 19 |
| 2.3.4 | Employee Relations and Performance..... | 20 |
| 2.3.5 | Organizational Performance | 22 |
| 2.4 | Summary of Literature Reviewed and Research Gaps | 23 |
| 2.5 | Conceptual Framework..... | 26 |
| CHAPTER THREE | | 28 |
| RESEARCH METHODOLOGY | | 28 |
| 3.1 | Introduction..... | 28 |
| 3.2 | Research Design..... | 28 |
| 3.3 | Target Population | 28 |
| 3.4 | Sampling Design and Sample Size..... | 29 |
| 3.5 | Data Collection Instrument | 30 |
| 3.5.1 | Validity of the Research Instrument..... | 30 |
| 3.5.2 | Reliability of the Research Instrument | 31 |
| 3.6 | Data Collection Procedure | 31 |
| 3.7 | Data Analysis and Presentation..... | 32 |
| 3.8 | Ethical Consideration | 32 |
| CHAPTER FOUR..... | | 33 |
| DATA ANALYSIS, PRESENTATION AND DISCUSSION | | 33 |
| 4.1 | Introduction..... | 33 |
| 4.2 | Response Rate | 33 |
| 4.3 | Background Information..... | 33 |
| 4.4 | Descriptive Statistics | 36 |
| 4.4.1 | Process Management | 36 |
| 4.4.2 | Strategic Quality Planning | 38 |
| 4.4.3 | Customer Focus..... | 40 |
| 4.4.4 | Employee Relations..... | 42 |
| 4.4.5 | Performance of Garissa County Government | 43 |

| | | |
|-------|--|----|
| 4.5 | Regression Analysis | 45 |
| 4.5.1 | Model Summary | 45 |
| 4.5.2 | Analysis of Variance (ANOVA) | 45 |
| 4.5.3 | Coefficient of Determination | 46 |
| 4.6 | Analysis of Qualitative Data | 47 |
| | CHAPTER FIVE | 49 |
| | SUMMARY, CONCLUSION AND RECOMMENDATIONS | 49 |
| 5.1 | Introduction | 49 |
| 5.2 | Summary | 49 |
| 5.3 | Conclusion | 50 |
| 5.4 | Recommendations for Policy and Practice | 51 |
| 5.5 | Recommendations for Further Studies | 52 |
| | REFERENCES | 53 |
| | APPENDICES | 57 |
| | Appendix I: Letter of Introduction | 57 |
| | Appendix II: Questionnaire..... | 58 |

LIST OF TABLES

| | |
|---|----|
| Table 2.1: Summary of Research Gaps | 23 |
| Table 3.1: Target Population | 29 |
| Table 3.2: Sample Size | 30 |
| Table 4.1: Response Rate | 33 |
| Table 4.2: Respondents' Age..... | 34 |
| Table 4.3: Respondents' Work Experience | 35 |
| Table 4.4: Process Management and Performance | 36 |
| Table 4.5: Strategic Quality Planning and Performance | 38 |
| Table 4.6: Customer Focus and Performance..... | 40 |
| Table 4.7: Employee Relations and Performance..... | 42 |
| Table 4.8: Performance of Garissa County Government | 44 |
| Table 4.9: Results of Multiple Regressions..... | 45 |
| Table 4.10: ANOVA | 45 |
| Table 4.11: Coefficient of determination | 46 |

LIST OF FIGURES

| | |
|--|----|
| Figure 2.1: Conceptual Framework | 26 |
| Figure 4.1: Respondents' Gender | 34 |
| Figure 4.2: Respondents' Education Level | 35 |

ABBREVIATIONS AND ACRONYMS

| | |
|-----------------------|--|
| EPZ | Export Processing Zones |
| ISO | International Organization for Standardization |
| NACOSTI | National Commission for Science, Technology and Innovation |
| PPS | Process of Planning Sophistication |
| QMT | Quality Management Theory |
| SCT | Structural Contingency Theory |
| TI | Transparency International |
| SARFIT | Structural Adaptation to Regain Fit |
| TQM | Total Quality Management |
| US | United States |
| Km² | Kilometre Squared |
| SPSS | Statistical Package for Social Sciences |

OPERATIONAL DEFINITIONS OF TERMS

| | |
|---------------------------------|---|
| Customer Focus | Refers to the orientation of the County government toward serving its clients' needs. |
| Employee Relation | Refers to a County government's efforts to manage relationships between employers and employees. |
| Performance | Includes the genuine outcome of County government as estimated against its planned outcome which are its objectives and targets |
| Strategic Planning | Alludes to the County government efficient procedure of envisioning a coveted future, and making an interpretation of this vision into broadly characterized objectives or goals and a succession of steps to accomplish them |
| Top Management | Refers to the highest ranking executives of County government who are responsible for the entire county management. |
| Total Quality Management | Alludes to an efficient quality enhancement approach adopted by the County government for the entire management to improve execution in terms of value, profitability, consumer loyalty, and profitability |

ABSTRACT

County governments in Kenya are working on achieving maximum quality possible both on the services and products offered. As a result all the Counties have opted for the adoption of Total Quality Management. Despite the widespread use of Total Quality Management still most of the Counties have not achieved the expected performance. However it is not clear why this undesirable situation persists. Therefore, this study investigated the influence of total quality management practices on the performance of Garissa County Government, Kenya. The specific objectives were to examine the influence of process management, strategic quality planning, customer focus and employee relation on the performance of Garissa County Government, Kenya. This study was anchored by four theories namely quality management theory, structural contingency theory, systems theory and customer relationship management theory. Inferential statistics involved testing the relationship between variables using multiple regression analysis. The research found out that process management, strategic quality planning, customer focus and employee relations had a positive and significant influence on the performance of Garissa County government. Process administration empowers the County legislature of Garissa to take control of their horde forms and always endeavor to enhance them to make a more proficient association better equipped for conveying its finished results as well as administrations and helps the administration of the County government understanding their larger objectives for the County all in all. Vital quality arrangement is the way to deciding the correct quality activities for the County administration of Garissa. Having a client center is typically a solid supporter of the general accomplishment of a County government and includes guaranteeing that all parts of the County put its clients' fulfillment first. The County administration of Garissa puts more accentuation on positive representative relations with the end goal to improve a solid connection between its workers. The investigation prescribes that the County legislature of Garissa should execute their procedure administration by first characterizing the means associated with a work procedure so they can figure out what can be enhanced, what can be robotized, and how it very well may be followed. For the County legislature of Garissa to accomplish its vision it ought to adjust the yearly objectives to its real change activities or quality projects and incorporate them into the vital arrangement. The County legislature of Garissa should center around client needs and desires, give customized and quality client encounter, convey right administrations at the perfect time and spotlight on building valuable association with clients. The County legislature of Garissa ought to recognize factors impacting their worker relations, drive the joining of representative relations forms with other individuals administration/human capital capacities and screen and survey the adequacy of representative relations procedures and arrangements in accordance with County key objectives.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Total Quality Management (TQM) according to Gharakhani *et al* (2013) is an intentional quality upgrade approach for broad organization to enhance execution to the extent quality, effectiveness, buyer dedication, and efficiency. The execution of significant worth organization methods enables relationship to improve inside efficiencies, which is considered as a basic to wind up forceful in overall business focus. Kaynak (2011) sees that TQM is a persistent, iterative process. It wins to the extent that affiliations can make sense of how to discover issues and resolve them effectively. The advantages of executing quality administration practices can be thought about expanded hierarchical viability and upgraded effectiveness in operational frameworks

Firms that grasp a quality organization technique revolve around achieving and supporting a first class yields using organization practices as the information sources and quality execution as the yields (Flynn, Schroeder and Sakakibara, 2014). These creators further exhibit that TQM is every now and again used as a multidimensional method to manage assessing definitive execution, where both cash related and non-budgetary measures acknowledge parallel hugeness. Various leveled execution incorporates the redundant activities to set up legitimate targets, screen advance toward the goals, and make acclimations to achieve those destinations even more satisfactorily and beneficially. Thusly, Total Quality Management (TQM) accept a basic occupation in the effectiveness and execution of a firm.

1.1.1 Organizational Performance

Dess and Robinson (2014) point that execution of an association can be evaluated by quality organization and things, satisfying customers, publicize execution, advantage improvements, and agent associations. The creator also express that authoritative execution relies upon balanced scorecard, communicated that various leveled execution can be evaluated by return of hypothesis, edge on arrangements, limit utilization, purchaser reliability and thing quality. So also, Richard, Devinney, Yip and Johnson (2011) recognized that entry on endeavor, arrangements and market advancement, and advantage are basic factors that be assessed by affiliation execution. As shown by these researchers, there are various parts in this examination that be evaluated by execution, for instance, bits of the general business, money related execution, profitability and feasibility of an affiliation execution, and human resource organization.

Hierarchical execution endorses a system perspective where the accentuation is on the inward method of assessing the practicality and the adequacy of movement with a plan of estimations (Burke and Litwin, 2012). Along these lines execution is assessed the extent that yield and result, advantage, inside methods and procedures, various leveled structures, agent attitudes, and legitimate responsiveness to nature among others. According to Venkatraman and Ramanujam (2010) various leveled execution incorporates the real yield or eventual outcomes of a relationship as evaluated against its normal yields (or goals and goals). Starting late, various affiliations have attempted to direct progressive execution using the reasonable scorecard technique where execution is pursued and assessed in different estimations, for instance, cash related execution, customer advantage, social commitment and agent stewardship.

Terrein (2012) fought that as world markets are twisting up progressively organized, the organization business is going under muscular weights to ensure that their quality presentation is achievement. Association thusly, are grasping the demonstrations of total quality organization to overcome the resistance. Firms measure their execution in estimations of costs, benefits, gainfulness, specialist association, etc. As shown by Dess and Robinson (2014) directing execution anticipates that affiliations will suit pondering and developing their kinfolk with ensuring that departmental and various leveled focuses are cultivated. This incorporates settling on a choice about every novel situation on authenticity and picking a system and organization style that is perfect for the condition.

As indicated by Kruger and Johnson (2011), hierarchical execution suggests a blend of cash related and non-monetary markers which present information on the measure of achievement of target and result. Legitimate execution joins various activities that help with setting up the targets of the affiliation, and screen the progression towards the goal. It is used to make acclimations to accomplish goals even more beneficially and enough. Kalleberg and Moody (2008) see that execution is what business authorities and proprietors are commonly bewildered about. This is thusly, in light of the fact that regardless of the way that the agents of the association are committed and are possessed with doing their assignments, their associations can't achieve the organized results.

Hierarchical execution bolsters a strategy perspective where the consideration is on the internal system of estimating the suitability and the adequacy of movement with a course of action of estimations (Dess and Robinson). Along these lines execution is assessed the extent that yield and result, advantage, inside techniques and procedure, structures in associations, agent perspectives, and hierarchical responsiveness to the earth among others. According to Damanpour and Evan (2014) execution in associations incorporates the genuine yield or eventual outcomes of a relationship as assessed against its proposed yields (or goals and goals). Recently, various firms have tried to direct definitive execution using the sensible scorecard theory where execution is pursued and evaluated in different estimations, for instance, cash related execution (e.g. financial specialist return), customer advantage, social commitment (e.g. corporate citizenship, arrange exertion) and specialist stewardship.

1.1.2 Total Quality Management Practices

Kumar and Garg (2011) demonstrate that associations consolidate TQM rehearses in their every day exercises, all together, to acknowledge consumer loyalty, increment their piece of the overall industry, decrease their working expense and enhance their benefits. The executed practices empower the organizations to all the more probable adversary their adversaries in the economic situation. The practices incorporate; client driven methodology, constant enhancement, add up to worker inclusion, the board bolster, cooperation, key and fundamental methodology, item and process plan and reality based basic leadership.

As per Mann and Kehoe (2014) productive process, learning and organization practices screen quality of data to supervise shapes feasibly. Thus, stock and got materials turnover rate can be

ground gained. Mistakes in the methodology can moreover be understood and changed in time. In addition, as the methods pushed toward getting to be revolution masterminded, costs are diminished and advantage of the firm forms inciting better execution of the authoritative. Sadikoglu and Zehir (2010) see that incredible learning organization makes sure that delegates get advantageous reliable, correct, principal and consistent information and data as they successfully and reasonably ought to do their action in the organization. Thusly, the typical favorable circumstances from total quality management practices might be cultivated. Process firm stresses works out, as opposed to results, by social activities and methodological game plan. It fuses proactive and preventive ways for organization quality management for improvement of the idea of the thing and at the same time decreasing assortments.

As indicated by Sila and Ebrahimpour (2015) key quality arranging joins vision, mission, and estimations of the associations. They are molded by thinking about the quality thought. With convincing imperative quality orchestrating attempts laborers are taken as a commitment to working up the vision, mission, frameworks, and objectives. This energizes affirmation and support of key quality plans by the laborers. Productive key quality orchestrating tries moreover think about the possible side effects of the plan to the earth before the creation. This will show and upgrade social obligation of the firm. Greenley (2011) saw that imperative masterminding has potential inclinations and normal characteristics that definitely convert into upgraded firm execution. It is, as such, a vehicle that energizes improved firm execution.

Client center is a key focus with a whole deal focus that may have inconspicuous results in the short run (Pan et al., 2012). Regardless, the whole deal point of convergence of customer focus strategy makes weight for managers who meanwhile need to meet the budgetary execution necessities, which is generally assessed on yearly cash related results. According to Mukerjee (2013) practical various leveled execution insinuates a craving that an affiliation can react rapidly and beneficially when looked with creating customer related issues, including a yearning for changes inside the assignments being performed. This is a crucial factor, given the dynamic thought of customer wants.

Representative Relations is indispensable to the achievement of duty exercises. Delegate Relations is essential in Labor Relations in keeping the association among organization and wheeling and dealing unit specialists unequivocally set up can have a convincing impact when specialists are throwing a ticket to recognize an orchestrated package or take to the streets. Specialist relations will choose the practicality of our business association with mates our affirmation did not depend just on how sharp we are, yet how splendid we are in foreseeing our intelligence and the way by which we are centered around their interests and working with them (Kathryn, 2008). Laborers who have open lines of correspondence with administrators will likely manufacture amazing work relationship with those chiefs, to assemble their progressive ID and enhance their execution, and add to firms gainfulness (Tsai, Chuang, and Hsieh, 2009).

Demirbag, Tatoglu, Tekinkus and Zaim (2011) noticed that associations should give imperative planning to all of their laborers to upgrade their errand proficiencies. Reasonable planning in

firm and quality upgrade leads to association achievement. Delegates' convincing learning capacity and data give viability of the organization's significant worth. Besides, there is always a rapid change to the movement in learning affiliations and make novel lead that don't forget them from various firms and enables them to show signs of results improvement. Quality is the whole firm's obligation, it doesn't start in one office. Getting ready ought to be given to all agents reliant on the delayed consequences of the arrangement needs assessment. Ismail (2009) moreover observe that with effective getting ready, delegates know the firm and business structure. Additionally, convincing planning improves delegates' firm dependability, work execution and motivation.

1.1.3 County Government of Garissa

The execution of County government depends on the genuine yield or outcomes of the County as assessed against its arranged yields or destinations and objectives (Richard, Devinney, Yip and Johnson, 2009). In such manner, execution is controlled by the deliberate relationship of advantageous assets, including human, physical, and capital resources, to accomplish a typical reason. Shea and Howell (2014) battle that with the ultimate objective to achieve a higher execution in the process organization practice, it is fundamental to manufacture the feeling of fortifying among laborers and to incorporate the overall public closest to the system in the quality undertakings.

The most imperative assignments of County legislature of Garissa are general association, keeping up of open demand and security, and giving welfare organizations, for instance, preparing, therapeutic administrations, and social organizations. The upsides of actualizing

quality administration practices can be pondered expanded authoritative viability and upgraded proficiency in operational frameworks. Muriu et al. (2013) take note of that the areas have a duty to guarantee strategies planned by national government are executed as required, to guarantee administrations are conveyed to the advantage of its subjects. Be that as it may, the County governments in Kenya are as yet pondering difficulties of administration conveyance on the decentralized capacities.

1.2 Statement of the Problem

Associations that grasp a quality organization system revolve around achieving and proceeding with an incredible yields using organization practices as the information sources and quality execution as the yields (Flynn, Schroeder, and Sakakibara, 2014). In this way, TQM expect a basic occupation in the productivity and execution of an affiliation. The effective usage of value programs relies upon workforce. Garissa County government has been confronting difficulties in late payment of government bolster, political vulnerabilities, the absence of enthusiasm of representatives, absence of responsibility and association of workers, deficient authoritative culture which is ascribed to the ascent of instability in the County. This has adversely influenced the execution of the County because of absence of appropriate usage of Total Quality administration rehearses.

Arasa and K'Obonyo (2012) see that in spite of the presence of value strategy crosswise over associations in Kenya, concerns have been raised over the absence of execution of TQM over every one of the Counties. The real improvement challenges confronting Garissa County government join poor system sort out, brisk urbanization and lodging issues, insufficient

preparing workplaces and lacking social protection workplaces. This illuminates the prerequisite for ground-breaking use of total quality organization practices in the County.

While the advantages of viable usage of aggregate quality administration rehearses in County government can't be questioned, there are a few worries about its prosperity and also the methodologies to be embraced in execution of the TQM rehearses in different dimensions of County government (Berman and Wang, 2014). Garissa County has been utilizing Total Quality Management rehearses in an offer to upgrade its execution however have encountered various difficulties, for example, high work turnover and even low spirit among representatives. Regardless of the far reaching utilization of Total Quality Management still Garissa County government has not accomplished the normal execution.

Qureshi and Sharif (2012) explored how quality administration rehearses influence the execution of assembling industry in Kenya. Njoroge (2015) contemplate took a gander at how Quality Management impacts Safety in Public Transport Saccos in Nairobi City County and the investigation did not take a gander at vital quality practice. Wangai (2015) contemplate saw how add up to quality administration effects on authoritative execution. Kaynak (2013) ponder concentrated on the degree to which add up to quality administration rehearses identifies with the execution of an association. The investigation did not see client center. This investigation went for analyzing the degree to add up to quality administration rehearses affected the execution in County legislature of Garissa, Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to investigate the influence of total quality management practices on performance of Garissa County Government, Kenya.

1.3.2 Specific Objectives

- i. To find out the influence of process management on the performance of Garissa County Government, Kenya
- ii. To examine the extent to which strategic quality planning influences the performance of Garissa County Government, Kenya
- iii. To examine the influence of customer focus on the performance of Garissa County Government, Kenya
- iv. To investigate the influence of employee relations on the performance of Garissa County Government, Kenya

1.4 Research Questions

This study sought answers to the following research questions:

- i. How does process management influence the performance of Garissa County Government, Kenya?
- ii. To what extent does strategic quality planning influence the performance of Garissa County Government, Kenya?
- iii. How does customer focus relate to the performance of Garissa County Government, Kenya?
- iv. How does employee relations relate to the performance of Garissa County Government, Kenya?

1.5 Significance of the Study

This examination would be of significance to the area legislature of Garissa in guaranteeing quick selection and utilization of value the executives rehearses towards better execution of provinces. It would encourage the areas and the national government to comprehend the variables influencing usage of value the board rehearses and the best strategy to vanquish these tangles. The revelations of this examination would offer information to other province legislatures of Kenya as it would set up the upsides of the execution of aggregate quality administration framework and encourage the usage of the equivalent through viable and pertinent strategies and controls. The examination would help researchers who might embrace a similar theme in their investigations.

1.6 Scope of the Study

This study was carried out in Garissa County, Kenya. The study specifically focused on the influence of process management, strategic quality planning, customer focus and employee relations on performance. The target population was Garissa County Government. In addition, the respondents were management staff. Data was collected in the months of March and April 2018. The study focused on the performance of County government of Garissa for the period 2013 – 2017 (five years).

1.7 Limitations of the Study

Respondents could fear being exploited by revealing noteworthy information for the examination. Regardless, this was defeated by ensuring the respondents of strict characterization of any information disclosed. In like manner, the examination was coordinated using destined reviews which could confine the respondents from imparting their points of view wholeheartedly and by and large. To overcome this, the examiner organized surveys with both open and close

completed request. The investigation was moreover confined to cover the whole people as a result of the range of the examination masses. In this way, reviewing arrangement was done to ensure that all of the cases are addressed. The sources at the transfer of the scientist could constrain the examination degree to Garissa County which could result to an example inclination. A few administrators couldn't unveil essential information on how they uphold their aggregate quality administration systems because of rivalry and secrecy issues. In any case, to defeat this, the motivation behind the examination was disclosed to the respondents.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter comprise of the theoretical literature review, empirical review, knowledge gaps, summary of the literature reviewed and research gaps and conceptual framework.

2.2 Theoretical Literature Review

2.2.1 Quality Management Theory

The hypothesis of Quality Management (QMT) was progressed by Deming (1986). The hypothesis speculates that “a component of significant worth organization control places commitment with respect to unequivocally creating affiliations at the best organization’s door (Deming, 1986). According to Hill (1995), the speculation communicates that 80 percent of the issues in firms are produced by structure and that accountability for the systems is by the organization. It was seen by Deming (1986) that without best organization obligation, no quality organization system could win ; the institution makes corporate culture, places assets into the methodology and moreover develops whole deal associations and picks suppliers. Deming’s theory gives business direction to wipe out control issues that are of low quality through regulatory techniques that are effective.

The hypothetical pith of the Quality Management Theory focused on quality worries really taking shape of a hierarchical structure that energizes investment and learning for empowering the use of process organization practices, which, therefore, prompts execution (Anderson, Potocnik and Zhou, 2014). Oakland (2014) concentrated on that in changing structures and methodology, the best organization obligations ought to stand out. Institutions accept a crucial

activity to ensure that an organization achieves significant worth since making and giving the vision to push the firm toward performance upgrade is the best commitment of an organization.

Deming's Quality Management Theory is noteworthy to look at in that quality organization practices is a quality organization structure which can be used to update nature of things and organizations through unending improvement and which affiliations can use to recognize execution. TQM is shown as a comprehensive strategy which requires customer presentation, connected with people, thought in regards to the method, an extraordinary quality system, and consistent improvement (Deming, 1986). Dynamically, County governments are seeing the crucial centrality of significant worth and quality organization that convincing quality organization can redesign their engaged limits and give key ideal position. The speculation is used in the examination to instruct the variable of process organization.

2.2.2 Structural Contingency Theory

Auxiliary Contingency Theory (SCT) was created by Donaldson (1996). The key segment of helper plausibility speculation is that affiliations must suit their structure to the likelihood factors with the ultimate objective to keep up and improve execution. Essential probability theory holds that there is no single, convincing structure for all affiliations. Or maybe, in order to fit the likelihood factors, affiliations must alter their structures and the earth as they impact the affiliation. Probability factors include: technique, measure, task, weakness, parent affiliation, open duty, fundamental assets and development.

In proposing the significance of the speculation to improving legitimate execution, the 5-compose Structural Adaptation is used to Regain Fit (SARFIT) appear (Donaldson 2006). In any case, affiliation is in fit as it has acclimatized to its condition. There is in plausibility change in the second stage where there is changes in progressive condition. In this way in the third stage, the affiliation is in maverick and execution perseveres. The fourth stage is the place the affiliation does assistant change in accordance with alter the state of crackpot and to restore its element of execution. In the last stage, the affiliation achieves another fit and execution recovers.

This hypothesis is pertinent to the investigation since it displays a noteworthy system for County government structure. It holds that the best definitive assistant arrangement is the place the structure fits the potential outcomes (Donaldson, 2006). Key choice also accept work in the County government the fundamental of grasping another structure which obliges its new likelihood factor element with the true objective to keep up a vital separation from loss of execution from free thinker is bowed to. The theory similarly shows that the County government social and condition is at risk to change. Any dissident between the likelihood factors and the structure prompts cut down execution. The move from dissident to fit is flexible change which is the substance of fundamental probability theory. The hypothesis is utilized in the investigation to grapple the variable of vital quality arranging.

2.2.3 Systems Theory

Frameworks hypothesis was established in the 1940's by the pioneer, scientist Ludwig von Bertalanffy and profoundly created by Ross Ashby (1956). Bertalanffy amid his life, underscored that honest structures are accessible to, and participate with, their condition and that they can get hold of quantitatively new properties through ascent, realizing constant headway. The speculation perceives the relationship of HR, impact of condition on definitive blueprint and

work and the effect of outside accomplices on the affiliation. Besides, the speculation revolves around the earth and how it impacts the association execution.

Schermerhorn (2009) characterizes the System Theory as a social occasion of interrelated parts coordinating towards a reason. The maker considers relationship to be systems that achieve mind blowing things by joining the duties of individuals to achieve the fundamental reason. The chief's action is to ensure that all parts of the affiliation are made inside with the objective that the affiliation can achieve its destinations (Robbins, 2010). It depends upon the overseer to pick the organization approach that suits him/her with the ultimate objective to have an incredible and capable affiliation that executes according to sufficient models..

2.2.4 Customer Relationship Management Theory

This investigation was guided by the client relationship the executives hypothesis by Laatuysty (1995). As substantiated by Laatuysty the key component in the hypothesis of overseeing client relationship is concentrating on assessing how an association will supervise customer contacts so gainfully that customer relations will push ahead. Meanwhile it is in like manner to survey how information on customer needs would get to the affiliation so much that it could perceive future wants for its customers, and consequently holding them.

In proposing the pertinence of the hypothesis to enhancing client quality center practices, Prahalad and Ramaswamy (2014) appropriately deduced that customers are excited about purchasing a brand and in addition feel like they should be treated as assistants. Along these lines, it starts with finding what the customers require and after that planning those essentials with stock or organizations. What the relationship by then offers should have a component of

"create limit", so the thing can at whatever point be upgraded later on according to the essentials, lifestyle and use instances of the customer.

Associations endeavor to upgrade reliably as per the framework of constant improvement of their different countries, the essential spotlight being on ensuring that the customers stay focus (Mann and Kehoe, 2014). The creator additionally demonstrates that a few associations have even gone further as to join these standards in their dreams. They are guided by three standards, to be specific: Moving the customer advantage perspective by upgrading organization receptiveness through organization centers and development stages, using development to enhance advantage transport and advance consistence, changing staff perspective to move from an accentuation on approval towards building subject trust through convincing help. The hypothesis is utilized to clarify client center variable.

2.3 Empirical Literature Review

2.3.1 Process Management and Performance

Corinna and Jurgen (2014) examine explored the connection between process the executives and authoritative culture. The examination dismembered and chose the standard of academic composition from both a technique organization and a legitimate mental perspective. The examination revealed that culture in associations accept a crucial activity in adequately sending method organization exercises. Despite a consideration regarding its hugeness, the association of process organization and legitimate culture has quite recently hardly been explored in the present writing.

Asgarkhani and Patterson (2012) completed an examination on process the executives in Pattaya (Thailand). The result revealed that continued with improvement in IT will guarantee its activity in process redesign won't rot and the more that business transforms into the point of convergence of process overhaul. They contemplated that information development has a gigantic activity in process organization, this is in light of the fact that information advancement's stand-out characteristics cover most process organization heuristics. The focal point of the investigation was on how advancement impact process overhaul however this examination will concentrate because of anticipating the execution.

2.3.2 Strategic Quality Planning and Performance

Glen and Weerawardena (2011) coordinated an examination in Queensland and declared that key orchestrating contrast in broad firms from little ones. The revelations of the examination communicated that the Planning Sophistication (PPS) process is solid if the endeavor degree, the external cautioning dimension help and the proprietors/trough inventive power. Dimension of masterminding headway is only impacted by these factors and by coordinated effort with various little firms factors and increasingly exact, vigilant help to orchestrating practices advantage the associations in their execution.

An investigation by Hopkins and Hopkins (2010) demonstrated that there is a prompt, useful result on banks' fiscal execution based on the power with which banks partake in the fundamental orchestrating process and besides managerial intervention effects and banks' execution definitive factors . Therresults moreover showed an integral association between key orchestrating force and execution. The examination assumed that the imperative masterminding

power causes better execution and in this way better execution causes increasingly critical crucial key arranging.

In his survey study on 210 fortune 1000 organizations, Rhyne (2012) found out that indispensable orchestrating systems that combine long term perspectives and external fixation were connecting with better 10-year mean return than speculators. A slacked association between 4-year typical yearly returns to investors and such structures moreover was recognized. This examination found a positive association between masterminding systems even more immovably acclimating to key organization theory and whole deal returns to money related pros.

The investigation in Nigeria carried out on Babcock University employees by Owolabi and Makinde (2012) found out that there was an essential positive association between organization execution and strategic planning. Their examination as such, construed that key orchestrating is useful to relationship in achieving the characterize targets and proposed that schools and other corporate affiliations should take an interest in key masterminding with the true objective to enhance corporate execution.

2.3.3 Customer Focus and Performance

Cai (2009) ponder took a gander at the significance of client center for authoritative execution: an investigation of Chinese organizations. The target associations were haphazardly browsed 29 Chinese districts using the stratified probability comparing to sizes (PPS) methodology. Structure condition showing was utilized to examine data. The examination set up that legitimate customer presentation impacts customer relationship practices, which as such effect creation execution and purchaser dedication.

An investigation did by Yaacob (2014) inspected the quick and indirect effects of customer base on execution out in the open firms. The delayed consequences of this examination uncovered that client center is a fundamental marker of specialist fulfillment, movement, and purchaser devotion. The aide display grew in addition showed that there is a circumlocutory relationship between client center and customer relentlessness, as overseen by pro fulfillment.

Kangethe (2015) consider concentrated on client quality concentration and operational execution of Kenyan government claimed elements. Information was gathered utilizing polls. The examination inferred that the administration of Kenyan government claimed elements (GOEs) plainly imparts its objectives and systems to its workers. It is the activity of organization to make a fantasy of customer advantage and to pass on it unquestionably and more than once all through the affiliation and, explicitly, with the customer advantage operators.

Swanson and Davis (2013) in their investigation of client quality practices they express that the client is in every case right this in reference to the way that the client creates salary/income to the organization in which the organization benefits through benefits. This applies to government substances that might give benefits the final product is the consumer loyalty rating. In spite of the fact that examining the connection between client activities and administration encounter assessments was not the focal point of this examination it offers a further road for future research.

2.3.4 Employee Relations and Performance

James and Nickson (2016) think about concentrated on how worker relations impact the association execution of private colleges in Kenya. The examination utilized an engaging exploration structure. The examination deduced that, that HR division is a key department of the any unmistakable association like a school and the foundations need to incorporate their staff in essential authority.

Sequeira and Dhriti (2015) analyzed on worker relations and how it affects representative execution. A contextual investigation was utilized. An engaging methodology is embraced. The examination uncovered that specialists with progressively raised measure of satisfaction with the present affiliation practices where increasingly helpful and resistive towards changing the present affiliation. The examination furthermore revealed that improving the specialist relations practices an affiliation can upgrade the execution of agents and as such the general gainfulness of the affiliation.

Al Mehrzi and Singh (2016) in their investigation on battling through delegate responsibility gave a framework through which to fathom, foresee and control factors affecting laborer duty in the all inclusive community territory in the United Arab Emirates (UAE). The investigation set up that specialists responsibility is basic for affiliations' thriving and sensibility. Regardless, there is a deficiency of research-developed writing in light of laborer responsibility with respect to the UAE to be used by boss and pioneers.

Odhong and Omolo (2014) think about broke down of the components influencing representative relations in the blossom business in Kenya. In light of the examination discoveries, it is reasoned that free correspondence and information stream is basic in propelling agent relations. Total managing gives the structure to clear expected arrangement of obligations and work execution. As a rule, laborer association thoughts, for instance, delegate trust, the manner by which specialist complaints are overseen, obligation to the affiliation, true blue social trade and nearness of kinship are fundamental in propelling extraordinary specialist relations.

Chaudhry, Sohail and Riaz (2013) think about took a gander at how representative connection impacts worker execution in cordiality industry of Pakistan. This investigation finds as a rule help for the hypothesis that Employee Relations Practices Impact unequivocally on Performance of Employees working in Hospitality Industry of Pakistan as the relationship demonstrated in Hypothesis is seen to be critical.

2.3.5 Organizational Performance

Kibanya (2015) contemplate analyzed on elements affecting client benefit guidelines in County Governments in Kenya: A Case investigation of Nairobi County Government. The investigation found that Corporate Governance oppositely impacted the customer advantage in Nairobi County in a manner of speaking. Specifically, nonappearance of incidental social affairs to discuss execution and the poor interest for the sporadic ones affected both the execution and obligation.

Nyamunga (2016) examine explored factors influencing the execution of representatives of County Governments: A Case Study of Kisumu County. Stratified arbitrary testing strategy was utilized and information was gathered utilizing surveys and examined utilizing inferential

measurements and uncovered that specialist fulfillment of occupation is critical factor in the accomplishment of better worker execution.

Gikonyo (2017) completed an investigation on variables influencing representatives profitability in County Governments in Kenya; A Case Study of County Government of Laikipia. The examination used an expressive research plan. Information accumulation instrument was polls. The information from the field was broke down utilizing unmistakable measurements. The discoveries of the investigation demonstrated that representative inspiration related profoundly on their profitability.

2.4 Literature Reviewed Summary and Research Gaps

Table 2.1: Summary of Research Gaps

| Author(s) | Topic Research | Findings | gaps | current study Focus |
|------------------------|---|---|--|---|
| Rula & Al-Damen (2017) | The impact of Total Quality Management on organizational performance Case of Jordan Oil Petroleum Company | Company should continue its look into ways to increase its employee's empowerment and participation | Study on TQM implementation from different viewpoint such strategic planning | Strategic planning and performance of Garissa County, Kenya |
| Njoroge (2015) | Quality Management And Safety In Public Transport Saccos In Nairobi City County, Kenya | There is a positive and significant relationship between total quality management and Public Transport Saccos | The study concentrated on the performance of public transport Saccos focusing on benchmarking and quality loop | Top management support and performance of Garissa County, Kenya |

| | | | | |
|-----------------|--|--|--|---|
| | | Safety | | |
| Muia (2014) | Effects of total quality management implementation in performance of microfinance institutions in Kenya | The organization should improve their efforts on employee involvement strategies to achieve organizational business performance | Employee involvement though considered to have influence in business performance of the organization has not been given the required level of attention. | Employee relations and performance of Garissa County, Kenya |
| Chepkech (2014) | How Organizational performance in Kenya is influenced by total Quality Management Practices: A Case Of Tertiary Institutions In Uasin Gishu County | Organizational performance is significantly affected by total quality management practices hence close attention should be paid to total quality management elements by institutional managers | The study did not focus on customer focus practice on organizational performance | Customer focus and performance of Garissa County, Kenya |
| Wangai (2015) | Total Quality Management and Performance of Pharmaceutical Manufacturing and Distributing Firms in Kenya | Principals of total quality management greatly affected performance of pharmaceutical manufacturing and distribution firms in Kenya. | The study did not focus on employee relations | Employee relations and performance of Garissa County, Kenya |

| | | | | |
|---------------------------|---|--|---|---|
| | | | | |
| Qureshi and Sharif (2012) | How quality management practices are associated with the performance of manufacturing industry in Kenya | Successful adoption and implementation of TQM practices results in improving the performance of organization. | The study did not focus on process management | Process management and performance of Garissa County, Kenya |
| Njoroge (2015) | How Quality Management influences Safety in Public Transport Saccos in Nairobi City County | Organizations that subscribe to TQM practices were observed to accrue optimum productivity and quality performance | The study did not focus on customer focus | Customer focus and performance of Garissa County, Kenya |

Source: Author and Literature Review (2018)

2.5 Conceptual Framework

Independent Variables

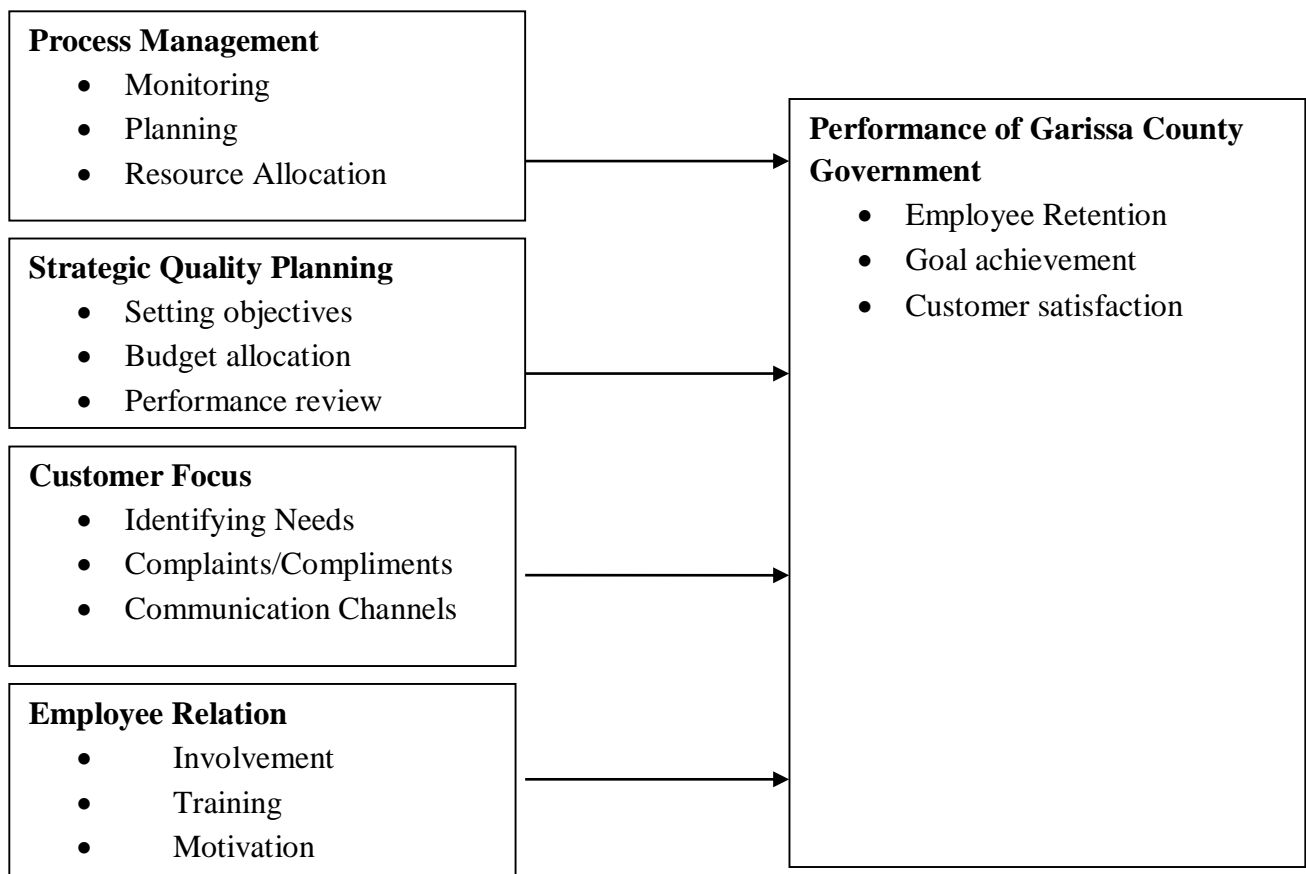


Figure 2.1: Conceptual Framework

Source: Author (2018)

Figure 2.1 shows the relationship between independent variables and dependent variable. The independent variables include process management, strategic quality planning, customer focus and employee relation and the dependent variable is the performance of Garissa County. Strategies for discontinuously controlling the methodology and watching data on quality constantly improve the techniques. With convincing key quality masterminding tries delegates are taken as a commitment to working up the vision, mission, procedures, and objectives. Customer satisfaction is extended when their need are met and this makes progress the execution of County government. At last, powerful representative connection improves thought processes

them influencing them to comprehend the association's goals and laying their devotion to the association.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter comprises of the research design, target population, sampling design and sample size, data collection instruments, pilot study, data collection procedures, data analysis and ethical consideration.

3.2 Research Design

This investigation connected a graphic study examine structure. As indicated by Thomas (2011) an unmistakable review look into configuration is where information or data is gathered about some given units or perceptions without affecting the earth in any capacity. In this manner, this examination was picked on the grounds that it enabled the specialist to report about the variable of enthusiasm for its normally happening condition without transforming it in any capacity. Through elucidating research configuration subjects or individuals are found in a trademark and unaltered condition, The data collection contemplates amassing all around information that may be either quantitative (considers) or emotional (observations or relevant examinations) in nature. This thinks about a multifaceted method to manage data get-together and examination and the arrangement result in rich data that is assembled in immense aggregates.

3.3 Target Population

The target population of this study was management employees of Garissa County Government. The total number of respondents was 166 comprising of County Executive, County Chief Officers, Directors, Administrators and County Officers (Garissa County Government Report, 2017) as shown in Table 3.1.

Table 3.1: Target Population

| Strata | Population (N) | Sampling Factor (P) | Sample Size (N)*(P) |
|-----------------------|-----------------------|----------------------------|----------------------------|
| County Executive | 10 | 0.4 | 4 |
| County Chief Officers | 16 | 0.4 | 6 |
| Directors | 20 | 0.4 | 16 |
| Administrators | 40 | 0.4 | 8 |
| County Officers | 80 | 0.4 | 32 |
| Total | 166 | | 66 |

Source: Garissa County Government Report (2018)

County Executive, County Chief Officers, Directors, Administrators and County Officers were chosen because they work in a common purpose to improve the performance of Garissa County and are directly involved in TQM practices.

3.4 Sampling Design and Sample Size

A proportionate stratified testing strategy to pick the precedent from different strata in the target masses to ensure that all cases are especially spoken to. Basic arbitrary inspecting was used to pick the tried respondents as it is the most easy way when gathering a model and besides each case is given proportional shot of being looked over a given target masses.

Table 3.2: Sample Size

| Strata | Distribution of Population (N_i) | Sampling Factor | Distribution of Sample (P_iN_i) |
|-----------------------|---|------------------------|--|
| County Executive | 10 | 0.4 | 4 |
| County Chief Officers | 16 | 0.4 | 6 |
| Directors | 20 | 0.4 | 8 |
| Administrators | 40 | 0.4 | 16 |
| County Officers | 80 | 0.4 | 32 |
| Total | 166 | 0.4 | 66 |

Source: Author (2018)

A delegate test size of the objective populace was gotten so as to spare time, assets and cash and guarantee that the examination gives exact outcomes (Orodho, 2005). An enumeration of 66 respondents was done.

3.5 Data Collection Instruments

Data from the field was collected using questionnaires. The questionnaire comprised of 5 sections namely Section A: background information of the respondents, Section B; process management, Section C; strategic quality planning, Section D; customer focus, Section E; employee relation and Section F; performance of County government of Garissa. In addition the questionnaires followed a Likert scale.

3.5.1 Validity of the Research Instrument

Legitimacy of the instruments was guaranteed through substance legitimacy by guaranteeing that the examination instruments are clear and communicated in straightforward dialect. Build legitimacy was finished by ensuring that the examination is tied inside the specific targets and

besides which it relates the evaluating instrument to the general speculative structure to choose if the instrument were appended to the thoughts and the theoretical suppositions.

3.5.2 Reliability of the Research Instrument

Cronbach's alpha coefficient was utilized test the degree to which the instruments were solid. This depended on every announcement with respect to the examination factors. An alpha corefficient of 0.7 demonstrates reliability of the instruments (Orodho 2005). In accordance with this, aftereffects of the of the unwavering quality test led through pilot think about was 0.747 as appeared in Table 3.3 which demonstrated that the instruments were reliable.

Table 3.3: Reliability Test Results

| Variable | No. of Items | Cronbach's Alpha | Remarks |
|--------------------------|--------------|------------------|-----------------|
| Process Design | 5 | 0.734 | Reliable |
| Strategic Quality Design | 5 | 0.708 | Reliable |
| Customer Focus | 7 | 0.741 | Reliable |
| Employee Relations | 5 | 0.874 | Reliable |
| Performance | 3 | 0.677 | Reliable |
| Total | 25 | 0.747 | Reliable |

Source: Research Data (2018)

3.6 Data Collection Procedure

The administration of Garissa County was reached to search authorization to do the examination. A self organization of surveys was done and so as to have a decent reaction the respondents were educated of the significance of taking part in the examination and the date of gathering the polls

3.7 Data Analysis and Presentation

Information gathered from the field was nourished into Statistical Package for Social Sciences (SPSS) and pursued information cleaning to guarantee exact outcomes. Mean and standard deviations as unmistakable insights were utilized to break down information which was exhibited in tables, figures and graphs. Subjective information was communicated in story shape in the wake of being broke down through substance investigation. Both elucidating insights and inferential measurements through different relapse and connection examination was completed to see the connection between factors.

The regression equation too the following form:

$$Y = \beta_{0i} + \beta_1X_1 + \beta_2X_2 + \beta_3X_3+ \beta_4X_4 \varepsilon$$

Whereby Y = Performance of Garissa County Government

X₁= Process management

X₂= Strategic quality planning

X₃= Customer focus

X₄= Employee relation

β_{0i} , β_1 , β_2 , β_3 and β_4 are coefficients of determination and

ε = The error term.

3.8 Ethical Consideration

To keep up moral principles, an initial letter from the University together with an exploration allow from National Commission for Science and Technology (NACOSTI) will be utilized to look for consent from the pertinent experts amid information accumulation process. Data secrecy will be guaranteed to every one of the respondents and none of the respondents will be compelled to partake in the investigation.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter presents the data analysis, presentation and its interpretation based on the inferential and descriptive statistics.

4.2 Response Rate

It was based on total number of 66 questionnaires administered to the County Executive, County Chief Officers, Directors, Administrators and County Officers which were duly attended to and returned as shown in Table 4.1.

Table 4.1: Rate of response

| Category | Frequency | Percentage |
|----------------|-----------|------------|
| Responded | 59 | 89.4 |
| Non- responded | 7 | 10.6 |
| Total | 66 | 100 |

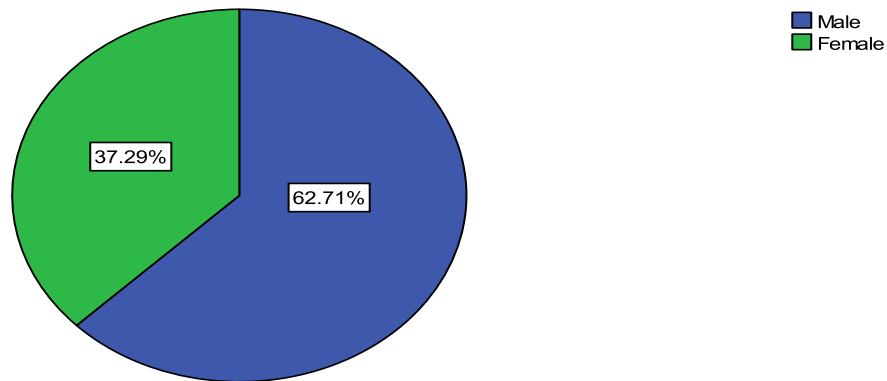
Source: Research Data (2018)

Table 4.1 demonstrates that those respondents who reacted record to 89.4% and the individuals who did not represent 10.6%. As indicated by Mugenda and Mugenda (2003) a reaction rate running between 50 – 70 percent is sufficient for information investigation. Hence, a reaction rate of 89.4% demonstrated an astounding reaction rate.

4.3 Background Information

Analysis of information on the background of the respondents was based on age, gender, , work experience and educational level .

Figure 4.1: Gender of respondents



Source: Research Data (2018)

The outcomes in Figure 4.1 demonstrate that the dominant part was accounted for by male respondents as shown by 62.7% while 37.3% was represented by female respondents. This demonstrated a decent portrayal of sex.

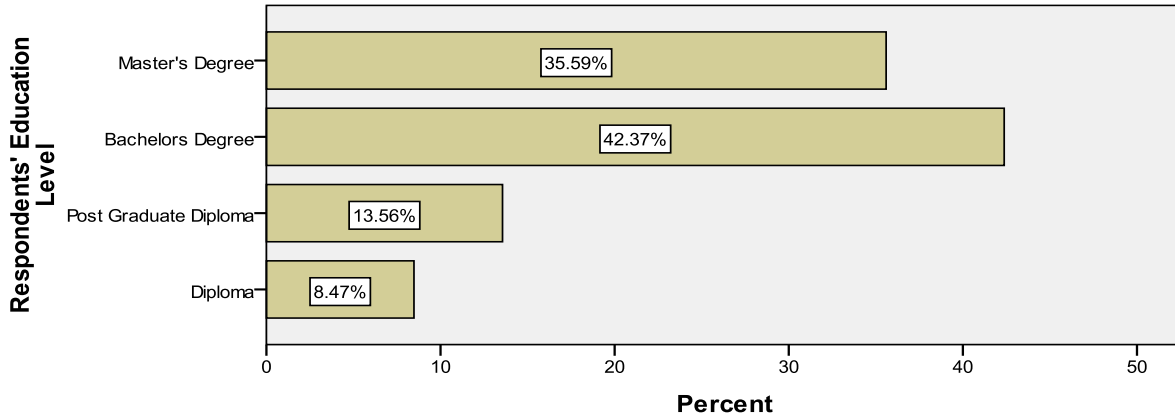
Table 4.2: Respondents' Age

| Category | Frequency | Percentage |
|--------------------|-----------|------------|
| Less than 25 years | 7 | 11.9 |
| 25 - 34 years | 19 | 32.2 |
| 35 – 44 years | 16 | 27.1 |
| 45 years and above | 17 | 28.8 |
| Total | 59 | 100 |

Source: Research Data (2018)

The outcomes in Table 4.2 demonstrate that a larger part (32.2%) of the respondents were matured between 25 to 34 years, 28.8% were matured 45 years or more, 27.1% matured between 35 to 44 years and those respondents matured under 25 years represented 11.9%. This showed a decent portrayal from the age gatherings by the respondent.

Figure 4.2: Education Level of Respondents



Source: Research Data (2018)

The outcomes in Figure 4.2 shows that larger part (42.37%) had an achieved a Bachelors Degree dimension of instruction, 35.59% had a Master's qualification, 13.56% had Post Graduate Diploma and 8.47% had a Diploma endorsement. For this circumstance, the respondent had the fundamental component of instructive capability to participate in the examination.

Table 4.3: Respondents' Work Experience

| Category | Frequency | Percentage |
|-------------------|-----------|------------|
| Less than 5 years | 7 | 11.9 |
| 5 - 9 years | 12 | 20.3 |
| 10 – 15 years | 23 | 39.0 |
| Above 15 years | 17 | 28.8 |
| Total | 59 | 100 |

Source: Research Data (2018)

Table 4.3 shows that lion's share (39.0%) of the respondents had a work involvement between 10 to 15 years, 28.8% had worked for over 15 years, 20.3% had worked for a period between 5 to 9 years and 11.9% for under 5 years. These results attest that the respondents occupied with the

examination had satisfactory experience to give the information that was critical to the investigation.

4.4 Descriptive Statistics

Quantitative data was presented using means and standard deviations with the use of SPSS version 17.0.

4.4.1 Process Management

The study sought to establish how performance of Garissa County Government was influenced by process management. The findings are presented in Table 4.4.

Table 4.4: Process Management

| Statement | SA | A | U | D | SD | M | SD |
|---|-------------|-------------|------------|------------|------------|------------|--------------|
| | % | % | % | % | % | | |
| Best practices in monitoring are transferred within the organization | 50.7 | 43.2 | 2.7 | 3.4 | 0.0 | 4.4 | 0.161 |
| Process management strategy involves proper planning on knowledge and value creation | 60.9 | 38.4 | 0.7 | 0.0 | 0.0 | 4.1 | 0.431 |
| The county ensures that all the required resources are equally allocated to various departments | 40.4 | 55.5 | 0.0 | 0.7 | 3.4 | 3.5 | 0.785 |
| Process management is made a part of strategic planning | 28.1 | 67.8 | 0.0 | 3.4 | 0.7 | 2.9 | 0.823 |
| The County government identifies internal sources of expertise | 69.2 | 28.1 | 0.0 | 1.4 | 1.4 | 3.2 | 0.705 |
| Aggregate Score | 49.9 | 46.6 | 0.7 | 1.8 | 1.1 | 3.6 | 0.581 |

Source: Research Data (2018)

Discoveries in Table 4.4 demonstrate concurrence of respondents that procedure the executives impacts execution of Garissa County government as shown by the total mean score of 3.6 and which change essentially as appeared by the standard deviation of 0.581. Greater part (50.7%)

firmly concurred that Best practices in checking are exchanged inside the association, 43.2% concurred, 2.7% undecided and 3.4% couldn't help contradicting a mean of 4.4 and a standard deviation of 0.161. Lion's share (60.9%) of the respondents unequivocally concurred that Process the board system includes appropriate anticipating information and esteem creation, 38.4% concurred and 0.7% undecided with a mean of 5.1 and a standard deviation of 0.431.

Lion's share (55.5%) of the respondents concurred that The County guarantees that all the required assets are similarly apportioned to different offices, 40.4% emphatically concurred, 3.4% unequivocally differ and 0.7% couldn't help contradicting a mean of 3.5 and a standard deviation of 0.785. Lion's share (67.8%) of the respondents concurred that Process the executives is made a piece of key arranging, 28.1% firmly concurred, 3.4% differ and 1.7% emphatically couldn't help contradicting a mean of 2.9 and a standard deviation of 0.823. Larger part (69.2%) of the respondents unequivocally concurred that The County government distinguishes inner wellsprings of ability, 28.1% concurred, 1.4% differ and emphatically differ individually and none of the respondents were undecided with a mean of 3.2 and a standard deviation of 0.705.

These findings go hand in a hand with the discoveries of Corinna and Jurgen (2014) who revealed that progressive culture accept a fundamental occupation in adequately passing on technique organization exercises. Notwithstanding a regard for its criticalness, the association of process organization and definitive culture has quite recently hardly been explored in reviewing to now. Asgarkhani and Patterson (2012) consider moreover revealed that continued with

headway in IT will guarantee its activity in process refresh won't diminish and the more that business transforms into the point of convergence of process overhaul.

4.4.2 Strategic Quality Planning

The study sought to establish how the performance of Garissa County Government was influenced by strategic quality planning. The findings are presented in Table 4.5.

Table 4.5: Strategic Quality Planning

| Statement | SA | A | U | D | SD | M | SD |
|--|-------------|-------------|------------|------------|------------|------------|--------------|
| | % | % | % | % | % | | |
| The County government sets objectives and ensures that they are achieved | 23.3 | 65.1 | 1.4 | 4.1 | 6.2 | 4.2 | 0.764 |
| Budget allocation is carried out in the county government to ensure that each department achieves its target | 45.2 | 25.3 | 0.0 | 13.0 | 16.4 | 3.8 | 0.494 |
| Identification and analysis of the County government strategic issues are carried out | 60.3 | 37.7 | 0.7 | 1.4 | 0.0 | 3.5 | 0.655 |
| Strategy generation, evaluation and selection of the County government | 43.2 | 48.6 | 1.4 | 2.1 | 4.8 | 3.9 | 0.706 |
| Development of implementation, evaluation and control systems of the County government | 55.5 | 40.4 | 0.6 | 0.0 | 3.5 | 3.7 | 0.797 |
| Aggregate Score | 45.5 | 43.4 | 0.8 | 4.1 | 6.2 | 3.8 | 0.683 |

Source: Research Data (2018)

Discoveries in Table 4.5 demonstrate that respondents concurred that key quality arranging impacts execution of Garissa County government as demonstrated by the total mean score of 3.8 and which change fundamentally as appeared by the standard deviation of 0.683. Dominant part (65.1%) of the respondents concurred that the County government sets targets and guarantees that they are accomplished, 23.3% emphatically concurred, 6.2% unequivocally dissented, 1.4% undecided and differ separately with a mean of 4.2 and a standard deviation of 0.764. Lion's share (45.2%) emphatically concurred that spending allotment is done in the area government to

guarantee that every office accomplishes its objective, 25.3% concurred, 16.4% unequivocally differ and 13.0% couldn't help contradicting a mean of 3.8 and a standard deviation of 0.494.

Greater part (60.3%) firmly concurred that distinguishing proof and examination of the County government vital issues are done, 37.7% concurred, 1.4% differ and 0.7% undecided with a standard deviation of 0.655 and a mean of 3.5 . Greater part (48.6%) concurred that technique age, assessment and choice of the County government, 43.2% firmly concurred, 4.8% unequivocally deviated, 2.1% differ and 1.4% undecided. with a standard deviation of 0.706 and a mean of 3.9 . Dominant part (55.5%) firmly concurred that Development of execution, assessment and control frameworks of the County government, 40.4% concurred, 3.5% emphatically differ and 0.6% undecided with a standard deviation of 0.797 and a mean of 3.7 .

The discoveries concur with the findings of study conducted in Kenya by Arasa and K'Obonyo (2012), they found out there exists a relationship between firm performance and strategic planning. Moreover, all steps of strategic planning were seen to relate positively to performance of the company. Hopkins and Hopkins (2010) consider assumed that the key organizing power causes better execution and accordingly better execution causes increasingly significant crucial orchestrating power.

4.4.3 Customer Focus

The study sought to determine how Garissa County Government performance is influenced by customer focus. The findings are presented in Table 4.6.

Table 4.6: Customer Focus

| Statement | SA | A | U | D | SD | M | SD |
|---|-------------|-------------|------------|------------|------------|------------|--------------|
| | % | % | % | % | % | | |
| Employees are trained on customer focus practices | 36.3 | 41.8 | 0.0 | 6.8 | 15.1 | 4.3 | 0.301 |
| For organizational success, attention to customer needs is key | 63.0 | 34.2 | 0.0 | 2.1 | 0.7 | 3.3 | 0.593 |
| The County government always meets customer needs and expectations | 69.9 | 29.5 | 0.0 | 0.7 | 0.0 | 4.2 | 0.774 |
| Customer complaints are given priority by the County government | 57.5 | 39.7 | 0.7 | 2.1 | 0.0 | 3.0 | 0.826 |
| Customer needs are determined by market research done by the County government | 45.2 | 25.3 | 0.0 | 13.0 | 16.4 | 3.8 | 0.494 |
| There are clear channels of communication between the customers and the County government | 60.3 | 37.7 | 0.7 | 1.4 | 0.0 | 4.1 | 0.432 |
| Employees satisfaction is derived from customer expectation fulfillment | 63.0 | 34.2 | 0.0 | 2.1 | 0.7 | 3.3 | 0.593 |
| Aggregate Score | 56.5 | 34.6 | 0.2 | 4.0 | 4.7 | 3.7 | 0.573 |

Source: Research Data (2018)

Discoveries in Table 4.6 demonstrates respondents concurrence that client center impacts execution of Garissa County government as demonstrated by the total mean score of 3.7 and which differ altogether as appeared by the standard deviation of 0.573. Greater part (41.8%) of the respondents concurred that Employees are prepared on client center practices, 36.3% firmly concurred, 15.1% unequivocally differ and 6.8% couldn't help contradicting a mean of 4.3 and a standard deviation of 0.301. Larger part (63.0%) firmly concurred that thoughtfulness regarding client needs is critical to hierarchical achievement, 34.2% concurred, 2.1% differ and 0.7% emphatically couldn't help contradicting a mean of 3.3 and a standard deviation of 0.593.

Dominant part (69.9%) of the respondents unequivocally concurred that The County government dependably addresses client issues and desires, 29.5% concurred and 0.7% couldn't help contradicting a mean of 4.2 and a standard deviation of 0.774.

Dominant part (57.5%) of the respondents unequivocally concurred that Customer protests are given need by the County government, 39.7% concurred, 2.1% differ and 0.7% undecided with a mean of 3.0 and a standard deviation of 0.826. Greater part (45.2%) of the respondents unequivocally concurred that The County government performs statistical surveying to discover client needs, 25.3% concurred, 16.4% firmly differ and 13.0% couldn't help a standard deviation of 0.494 and contradicting a mean of 3.8. Dominant part (60.3%) of the respondents unequivocally concurred there are clear channels of correspondence between customers and the County government s, 37.7% concurred, 1.4% differ and 0.7% undecided with a mean 4.1 and a standard deviation of 0.432 and larger part (63.0%) of the respondents firmly concurred that Employees get fulfillment from satisfying client desire inside the County, 34.2% concurred, 2.1% differ and 0.7% couldn't help contradicting a standard deviation of 0.593 and a mean of 3.3.

These findings agree with discoveries of Yaacob (2014) consider which revealed that customer focus is an important marker of laborer satisfaction, improvement, and shopper unwaveringness. The assistant model developed in like manner exhibited that there is an abnormal association between customer focus and buyer reliability, as controlled by laborer satisfaction. Besides, the effect of customer revolve around advancement is intervened by agent satisfaction. Kangethe (2015) contemplate induced that the organization of Kenyan government had substances (GOEs)

clearly passes on its destinations and techniques to its laborers. It is the activity of organization to make a fantasy of customer advantage and to pass on it obviously and on and on all through the affiliation and, explicitly, with the customer advantage delegates.

4.4.4 Employee Relations

The study sought to identify how performance of Garissa County Government was influenced by employee relations. The findings are presented in Table 4.7.

Table 4.7: Employee Relations

| Statement | SA | A | U | D | SD | M | SD |
|--|-------------|-------------|------------|------------|------------|------------|--------------|
| | % | % | % | % | % | | |
| A chance is given to the employees to participate in decision making | 47.5 | 28.8 | 10.2 | 10.2 | 3.4 | 4.1 | 1.134 |
| Enough training and education is provided to the employees to perform their tasks adequately | 35.6 | 49.2 | 5.1 | 5.1 | 5.1 | 4.0 | 1.401 |
| There is a clear communication channel between senior managers and employee | 42.4 | 49.2 | 3.4 | 3.4 | 1.7 | 4.3 | 0.287 |
| Senior managers listen to Employee's Opinions | 39.0 | 47.5 | 10.2 | 3.4 | 0.0 | 4.2 | 0.767 |
| Senior managers encourage employees to work in teams | 45.8 | 42.4 | 0.0 | 5.1 | 6.8 | 3.5 | 1.127 |
| Aggregate Score | 42.1 | 43.4 | 5.8 | 5.4 | 4.1 | 4.0 | 0.943 |

Source: Research Data (2018)

The discoveries in Table 4.7 demonstrates that the respondents concurred that representative relations impact execution of Garissa County government as demonstrated by the total mean score of 4.0 and which differ altogether as appeared by the standard deviation of 0.943. Lion's share (47.5%) of the respondents unequivocally concurred that workers are offered opportunity to take part in basic leadership, 28.8% concurred, 10.2% were nonpartisan and differ individually and 3.4% emphatically couldn't help contradicting a mean of 4.1 and a standard deviation of

1.134. Greater part (49.2%) of the respondents unequivocally concurred that representatives are given enough preparing and training to satisfactorily play out their assignments, 5.1% were unbiased, differ and emphatically differ separately with a mean of 4.0 and a standard deviation of 1.401.

Greater part (49.2%) concurred that there is an unmistakable correspondence channel among worker and senior supervisors, 42.4% firmly concurred, 3.4% impartial and differ individually and 1.7% emphatically couldn't help contradicting a mean of 4.3 and a standard deviation of 0.287. Dominant part (47.5%) concurred that worker's conclusions are tuned in to by senior chiefs, 39.0% unequivocally concurred, 10.2% unbiased and 3.4% couldn't help contradicting a mean of 4.2 and a standard deviation of 0.767 and greater part (45.8%) emphatically concurred representatives are urged to work in groups by senior administrators, 42.4% concurred, 6.8% firmly differ and 5.1% couldn't help contradicting a standard deviation of 1.127 and a mean of 3.5 .

The findings agree with findings of James and Nickson (2016) consider which set up that HR division is a key authority of the any unmistakable association like a school and the foundations need to incorporate their staff in essential initiative. Sequeira and Dhriti (2015) consider revealed that agents with bigger measure of satisfaction with the present affiliation practices where increasingly valuable and resistive towards changing the present affiliation. The examination similarly revealed that upgrading the laborer relations practices an affiliation can improve the execution of delegates and therefore the general proficiency of the affiliation.

4.4.5 Performance of Garissa County Government

Table 4.8: Performance of Garissa County Government

| Statement | SA | A | U | D | SD | M | SD |
|---|-------------|-------------|-------------|------------|------------|------------|--------------|
| | % | % | % | % | % | | |
| There is efficiency in operations with the County government | 35.6 | 39.7 | 15.8 | 8.2 | 0.7 | 4.5 | 0.515 |
| The projects undertaken within the County government are of quality standards | 28.1 | 21.2 | 34.2 | 8.9 | 7.5 | 4.6 | 0.504 |
| The services offered by the County government conform to ISO standards | 48.6 | 33.6 | 10.9 | 4.8 | 2.1 | 4.2 | 0.715 |
| Aggregate Score | 37.4 | 31.5 | 20.3 | 7.3 | 3.4 | 4.4 | 0.578 |

Source: Research Data (2018)

Based on discoveries in Table 4.8, respondents concurred that TQM Practices impact execution of Garissa County government as shown by the total mean score of 4.0 and which fluctuate altogether as appeared by the standard deviation of 0.981. Dominant part (39.7%) of the respondents concurred that there is productivity in tasks with the County government, 35.6% unequivocally concurred, 15.8% undecided, 8.2% dissented, 0.7% firmly couldn't help contradicting a mean of 4.5 and a standard deviation of 0.809. Lion's share (34.2%) were undecided that the activities attempted inside the County government are of value principles, 28.1% firmly concurred, 21.2% concurred, 8.9% differ and 7.5% unequivocally couldn't help contradicting a mean of 4.6 and a standard deviation of 0.842. Lion's share (48.6%) firmly concurred that the administrations offered by the County government comply with ISO benchmarks, 33.6% concurred, 10.9% undecided, 4.8% differ and 2.1% emphatically couldn't help contradicting a mean of 4.2 and a standard deviation of 0.715.

Kumar and Garg (2011) exhibit that affiliations join TQM practices in their consistently works out, all together, to recognize shopper reliability, increase their bit of the general business,

decline their working cost and upgrade their advantages. The executed practices enable the relationship to all the almost certain fight with their adversaries in the economic situation. As demonstrated by Mann and Kehoe (2014) productive process and data organization practices screen quality of data to supervise shapes sufficiently. Thus, stock and purchased materials turnover rate can be pushed ahead. Bumbles or slip-ups in the strategies can similarly be understands and altered on time.

4.5 Regression Analysis

4.5.1 Model Summary

Table 4.9: Results of Multiple Regressions

| Model | R | R Square | Adjusted R Square | St. Error of the Estimate |
|-------|-------|----------|-------------------|---------------------------|
| 1 | 0.854 | 0.729 | 0.718 | 0.799 |

Source: Research Data (2018)

The four independent variables (process management, strategic quality planning, customer focus and employee relations) that were studied, as represented by the adjusted R square explain 71.8% of the performance of Garissa County government. This means that 28.2% of the performance of Garissa County government is contributed by other factors not studied in this research.

4.5.2 Analysis of Variance (ANOVA)

Table 4.10: ANOVA

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|--------------|----------------|-----------|--------------|------|-------|
| 1 | Regression | 2.241 | 4 | 1.312 | 6.54 | 0.001 |
| | Residual | 7.772 | 55 | 2.25 | | |
| | Total | 9.913 | 59 | 2.562 | | |

Source: Research Data (2018)

The significance value is 0.001 which is less than 0.05 hence in predicting how process management, strategic quality planning, customer focus and employee relations influenced the

performance of Garissa County government, the model is statistically significance. The F calculated at 5% level of significance was 6.54. Since F calculated is greater than the F critical (p value = 2.562), this shows that the overall model was significant.

4.5.3 Coefficient of Determination

Table 4.11: Coefficient of determination

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|----------------------------|-----------------------------|------------|---------------------------|-------|-------|
| | B | Std. Error | Beta | | |
| Constant | 0.542 | 0.645 | | 3.231 | 0.001 |
| Process Management | 0.701 | 0.082 | 0.135 | 4.421 | 0.011 |
| Strategic Quality Planning | 0.835 | 0.214 | 0.051 | 3.715 | 0.004 |
| Customer Focus | 0.792 | 0.234 | 0.001 | 6.687 | 0.002 |
| Employee Relations | 0.694 | 0.542 | 0.013 | 7.012 | 0.003 |

Source: Research Data (2018)

The regression equation established by the study was

$$Y = 0.542 + 0.701 X_1 + 0.835 X_2 + 0.792 X_3 + 0.694 X_4$$

Where Y = Performance of Garissa County

X₁ = Process Management

X₂ = Strategic Quality Planning

X₃ = Customer Focus

X₄ = Employee Relations

From the above regression model, holding process management, strategic quality planning, customer focus and employee relations constant, performance of Garissa County government would be 0.542. As shown in table 4.11 process management, strategic quality planning, customer focus and employee relations had a positive and significant effect on the performance of performance of Garissa County as indicated by beta values. The relationships (p < 0.05) are all

significant with process management ($t = 4.421$, $p < 0.05$), strategic quality planning ($t = 3.715$, $p < 0.05$), customer focus ($t = 6.687$, $p < 0.05$) and employee relations ($t = 7.012$, $p < 0.05$). Strategic quality planning was found to have a greater (83.5%) on the performance of Garissa County government compared to customer focus (79.2%), process management (70.1%) and employee relations (69.4%).

As per Sila and Ebrahimpour (2015) key quality arranging incorporates vision, mission, and estimations of the organizations. They are shaped by considering the quality idea. As per Mann and Kehoe (2014) productive process and data organization practices do data on quality screening to satisfactorily direct structures. Hence, rate of turnover for stock and procured materials might be pushed ahead. Technique bungles or mistakes can in like manner be revised and comprehended on time. Customer focus is an indispensable objective with a whole deal focus that may have subtle results in the short run (Pan et al., 2012). Laborer Relations will choose the reasonability of our business association with partners our affirmation did not depend just on how sagacious we are, anyway how splendid we are in foreseeing our smart and the way by which we are centered around their interests and working with them (Kathryn, 2008).

4.6 Analysis of Qualitative Data

With respect to how process the board impacts the execution of Garissa County Government the respondents demonstrated that it upgrades the effectiveness in County every day tasks, enhances the administrations offered to the individuals from the County and the County.

Concerning how vital quality arranging impacts the execution of Garissa County Government the respondents showed that vital quality arranging completed by the

County starts with the standards that quality and shopper reliability are the point of convergence of the County's future and joins all the key accomplices. It is exceptionally convincing, empowering the County to settle on the best decision at the right time, each time.

With respect to how client center impacts the execution of Garissa County Government the respondents showed that the County being customer focused draws out the best in laborers, focusing on the customer can help make practices progressively capable, intensifying operational execution and costs and moreover discard costs of poor organizations. It allows the County to perceive and exploit open doors for development, for example, unfulfilled client needs and furthermore empowers the County to effectively recognize what the individuals requires in order to address their issues.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter presents a summary of the findings, conclusions and recommendations for policy and practice and recommendations for further studies.

5.2 Summary

The general objective of this study was to investigate the influence of total quality management practices on performance of Garissa County Government. Examining the influence of process management, strategic quality planning, customer focus and employee relations on the Garissa County Government performance were the specific objectives of the study. The findings of the study are presented as follows:

The first research objective sought to establish how performance of Garissa County Government is influenced by process management. The study revealed that process management influences performance of Garissa County government to a great extent. Most of the respondents agreed that process management strategy involves proper planning on knowledge and value creation and the County government identifies internal sources of expertise.

The second objective sought to establish how performance of Garissa County Government is influenced by strategic quality planning. The study established that strategic quality planning influences performance of Garissa County government to a great extent. The study also established that the County government of Garissa mostly completes distinguishing proof and examination of key issues and advancement of usage, assessment and control frameworks of the County government.

The third objective sought to determine how performance of Garissa County Government, Kenya is influenced by customer focus. The study found that customer focus influences performance of Garissa County government to a great extent. The study also found that the County government of Garissa achieved that requirements and expectations of its customer, the County pays attention to the needs of its people as one of the organizational key to success and employees derive satisfaction from fulfilling customer expectation within the County.

The fourth research objective sought to identify how performance of Garissa County Government, Kenya is influenced by employee relations. Garissa County Government performance was found to greatly influence by employee relation. The study found that workers are offered opportunity to take an interest in basic leadership and are urged to work in groups by senior supervisors.

5.3 Conclusion

The study concludes that process management has a positive and significant influence on the performance of Garissa County government. Process the executives empowers the County legislature of Garissa to take control of their crowd frames and ceaselessly attempt to enhance them to improve a progressively successful affiliation prepared for passing on its completed outcomes and furthermore advantages and helps the administration of the County government understanding their all-encompassing objectives for the County overall.

The study concludes that strategic quality planning has a positive and significant influence on the performance of Garissa County government. Key quality arrangement is the best approach to choosing the right quality exercises for the County administration of Garissa. A fundamental idea

behind crucial quality masterminding is that the thing is customer regard rather than a physical thing or organization.

The study concludes that customer focus has a positive and significant influence on the performance of Garissa County government. Having a customer focus is commonly a strong supporter of the general accomplishment of a County government and incorporates ensuring that all parts of the County put its customers' satisfaction first.

The study concludes that employee relation has a positive and significant influence on the performance of Garissa County government. The County administration of Garissa puts more accentuation on positive representative relations so as to improve a solid connection between its workers. The County offers a reasonable and reliable treatment to every one of its representatives to guarantee that they lay their unwaveringness to their employments and the County.

5.4 Recommendations for Policy and Practice

The study recommends that the County government of Garissa should implement their process management by first characterizing the means associated with a work procedure so they can figure out what can be enhanced, what can be computerized, and how it tends to be followed. Deploying and sustaining process management requires matching leadership roles to individuals with the required talent and establishing a solid communication system.

The study recommends that for the County government of Garissa to achieve its vision it should adjust the yearly objectives to its significant change activities or quality projects and incorporate them into the vital arrangement. This will guarantee the new center turns out to be a piece of the arrangement and maintainable. The County should center by making objectives that give guidance and arrangement of the assets required from the County to meet those objectives.

The study recommends that the County government of Garissa should center around client needs and desires, give customized and quality client encounter, convey right administrations at the correct time and spotlight on building helpful association with clients.

The study recommends that the County government of Garissa should recognize factors affecting their representative relations, drive the combination of worker relations forms with other individuals administration/human capital capacities and screen and survey the viability of representative relations techniques and strategies in accordance with County vital objectives.

5.5 Recommendations for Further Studies

The study focused on how process management, strategic quality planning, customer focus and employee relations influence performance of Garissa County government. The coefficient of determination in the model suggests that there are other factors that contribute to performance which should form future research.

REFERENCES

- Akhaukwa, J. R., Maru, L., & Byaruhang J. (2013). Effect of Collective Bargaining Process on Industrial Relations environment in Public Universities in Kenya. *Mediterranean Journal of Social Sciences*, 4(2), 102-106
- Al Mehrzi, N., & Singh, S. K. (2016). Competing through Employee Engagement: A Proposed Framework. *International Journal of Productivity and Performance Management*, 65(6), 831-843.
- Anderson, N., Potocnik, K., & Zhou, J. (2014). Innovation and creativity in organizations: A state-of-the-science review, prospective commentary, and guiding framework. *Journal of Management*, 40(5), 1297-1333.
- Arasa, R., & K'Obonyo, P. (2012). The relationship between strategic planning and firm performance. *International Journal of Humanities and Social Science*, 2(22), 201-213
- Asgarkhani, M., & Patterson, B. (2012). Information and Business Process Re-engineering Through Application of Information and Communication Technology (ICTs). *International Conference on Recent Trends in Computer and Information Engineering*, 13(15), 13-18.
- Berman, E., & Wang, X. (2014). Performance measurement in US counties: Capacity for reform. *Public Administration Review*, 60(5), 409-420.
- Bertalanffy, V. L. (1968). *General systems theory*. New York: Braziller.
- Burke, W. W., & Litwin, G. H. (2012). A causal model of organizational performance and change. *Journal of management*, 18(3), 523-545.
- Chepkoch, W. K. (2014). *Effect Of Total Quality Management Practices On Organizational Performance In Kenya: A Case Of Tertiary Institutions In Uasin Gishu County* (Doctoral Dissertation, Kisii University).
- Damanpour, F., & Evan, W. M. (2014). Organizational innovation and performance: the problem of organizational lag. *Administrative science quarterly*, 392-409.
- Demirbag, M., Tatoglu, E., Tekinkus, M., & Zaim, S. (2011). An analysis of the relationship between TQM implementation and organizational performance: evidence from Turkish SMEs. *Journal of manufacturing technology management*, 17(6), 829-847.
- Demirbag, M., Tatoglu, E., Tekinkus, M., & Zaim, S. (2016). An analysis of the relationship between TQM implementation and organizational performance: evidence from Turkish SMEs. *Journal of manufacturing technology management*, 17(6), 829-847.
- Dess, G. G., & Robinson, R. B. (2014). Measuring organizational performance in the absence of objective measures: the case of the privately-held firm and conglomerate business unit. *Strategic management journal*, 5(3), 265-273.
- Gikonyo, F. W. (2017). *Factors Affecting Employees Productivity in County Governments in Kenya; A Case Study of County Government of Laikipia* (Doctoral dissertation, MUA).
- Glen, W., & Weerawardena, J. (2011). Strategic planning practices in small enterprises in Queensland. *Small Enterprise Research*, 4(3), 5-16.

- Goksoy, A., Ozsoy, B., & Vayvay, O. (2012). Business Process Reengineering: A Strategic Tool for Managing Organizational Change an Application in a Multinational Company. *International Journal of Business and Management*, 7(2), 89-112.
- Hair, J. F. (2015). *Essentials of business research methods*. ME Sharpe.
- Hopkins, W. E., & Hopkins, S. A. (2010). Strategic planning-Financial performance relationships in banks: a causal examination. *Strategic Management Journal*, 18(8), 635-652
- Ibrahim, O. (2013). Total Quality management (TQM) and Continuous Improvement as Addressed by Researchers. *International Journal of Scientific and Research Publications*, 3(10), 1-4.
- Ismail, S. S. (2009). Critical success factors for TQM implementation and their impact on performance of SMEs. *International journal of productivity and performance management*, 58(3), 215-237.
- Kalleberg, A. L., & Moody, J. W. (2008). Human resource management and organizational performance. *American Behavioral Scientist*, 37(7), 948-962.
- Kathryn W. H. (2008). *Modern human relations at work*, (11th ed), Canada: Mountain view college nelson education ltd
- Kaynak, H. (2011). The relationship between total quality management and their effects on firm performance. *Journal of operations Management*, 21, (405-35).
- Kibanya, M. W. (2015). Factors influencing customer service standards in County Governments in Kenya: A Case study of Nairobi County Government. *Strategic Journal of Business & Change Management*, 2(2), 616 – 629
- Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International.
- Kruger, C. J., & Johnson, R. D. (2011). Is there a correlation between knowledge management maturity and organizational performance?. *Vine*, 41(3), 265-295.
- Kumar, R. D. & Garg, T.K. (2011). Total quality management success factors in North Indian manufacturing and service industries. *The TQM Journal*, 23(1), 36-46.
- Locke, H. Richard, M., Fei Qin, & Brause, A. (2009). Does Monitoring Improve Labor Standards? Lessons from Nike. *Industrial and Labor Relations Review*, 61(1), 3-31
- Mann, R. & Kehoe, D. (2014). An evaluation of the effects of quality improvement activities on business performance. *The International Journal of Quality and Reliability and Management*, 11, 29-44
- Mansor, Z. D., & Amdan, S. A. (2015). The Influence of Employer's Behavior, Communication and Psychological Ownership in Promoting the Employee-Employer Relationship in the SMEs. *Information Management and Business Review*, 7(3), 42.
- Mlay, S. V., Zlotnikova, I., & Watundu, S. (2013). A Quantitative Analysis of Business Process Reengineering and Organizational Resistance: The Case of Uganda. *The African Journal of Information Systems*, 5(1), 1-26.

- Moorthy, N. K. (2012). Industrial Relations Scenario in Textile Industry in Tamil Nadu. *Indian Journal of Industrial Relations*, 40(4), 470-481
- Mugenda, O. & Mugenda, A. (1999). *Research Methods: Qualitative and Quantitative Approaches*. Nairobi: Acts Press.
- Mugenda, O. & Mugenda, A. (2003). *Research Methods: Qualitative and Quantitative Approaches*. Nairobi: Acts Press.
- Muia, F. M. (2014). *Effects of total quality management implementation in performance of microfinance institutions in Kenya: (a case of k-rep development agency (KDA))* (Doctoral dissertation).
- Mukerjee, K. (2013). Customer-oriented organization: a framework for innovation. *Journal of Business Strategy*, 34(3), 49-56
- Nganga, S. I. (2010). Financing Higher Education and the Quality of Education in Tertiary Institutions in Kenya. *A Journal of the KIM School of Management*, 3(1), 213-216
- Njoroge, R. W. (2015). *Quality Management And Safety In Public Transport Saccos In Nairobi City County* (Doctoral dissertation, School Of Business, University Of Nairobi).
- Nyamunga, R. O. (2016). *Factors Affecting the Performance of Employees of County Governments: A Case Study of Kisumu County* (Doctoral dissertation, United States International University-Africa).
- Omolo, O. J. (2010). The Textile and Clothing Industry in Kenya, in The Future of the Textile and Clothing Industry in Sub-Saharan Africa. *International Journal of Business Management*, 5(2), 214-216
- Orodho A. J. (2005). *Techniques of writing research proposals and reports in Educational and Social Sciences*, (2nd Edition) Nairobi: Kaneja H.P Enterprises
- Owolabi, S. A., & Makinde, O. G. (2012). The effect of strategic planning on the corporate performance in university education: a study of Babcock University. *Kuwait Chapter of Arabian Journal of Business and Management Review*, 2(4), 27-44.
- Pan, Y., Sheng, S., & Xie, F. T. (2012). Antecedents of customer loyalty: An empirical synthesis and reexamination. *Journal of Retailing and Consumer Services*, 19, 150-158.
- Qureshi, S. U., & Sharif, S. (2012). Impact of TQM practices on firm's performance of Pakistan's manufacturing organizations. *International Journal of Academic Research in Business and Social Sciences*, 2(10), 232.
- Rachilo, G. (2013). Internal Service Quality Management and Operational performance Among Commercial Banks In Kenya.
- Rhyne, L. C. (2012). The relationship of strategic planning to financial performance. *Strategic Management Journal*, 7(5), 423-436
- Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G. (2011). Measuring organizational performance: Towards methodological best practice. *Journal of management*, 35(3), 718-804.
- Robinson, R. B. & Pearce, J. A. (2013). The impact of formalized strategic. *American Journal of Small Business*, 10(4), 7-16

- Rula, A. & Al-Damen, G. (2017). The impact of Total Quality Management on organizational performance Case of Jordan Oil Petroleum Company. *International Journal of Business and Social Science*, 8(1), 2219-6021
- Sadikoglu, E. & Zehir, C. (2010). Investigating the effects of innovation and employee performance on the relationship between total quality management practices and firm performance: an empirical study of Turkish firms. *International Journal of Production Economics*, 127(1), 13–26
- Shore, L. M., & Tetrick, L. E. (2009). A construct validity study of the survey of perceived organizational support. *Journal of applied psychology*, 76(5), 637.
- Sidikat, A., & Adeyemi, A. M. (2012). Impact Assessment of Business Process Reengineering on Organizational Performance First Bank Nigeria. *European Journal of Social Sciences Volume*, 7(1), 115-125
- Sila, I., & Ebrahimpour, M. (2015). Critical Linkages among TQM Factors and Business Results. *International Journal of Operations and Production Management*, 25(11), 1123-55.
- Sterling, J. (2013). Translating strategy into effective implementation: Dispelling the myths and highlighting what works. *Strategy and Leadership*, 31(3), 412 - 416.
- Swanson, K. & Davis, H. (2013). Factors Affecting Provision of Service Quality in the Public Sector. *International Journal of Business Management*, 2(1), 45-48
- Terrain, M. (2012). Comparing Three Signals of Service Quality. *Journal of Services Marketing*, 23, 23-34
- Thomas, G. (2011). *How to do your Case Study: A Guide for Students and Researchers*. Thousand Oaks: Sage.
- Tsai, M. T., Chuang, S. S., & Hsieh, W. P. (2009). An integrated process model of communication satisfaction and organizational outcomes. *Social Behavior and Personality: an international journal*, 37(6), 825-834.
- Venkatraman, N., & Ramanujam, V. (2010). Measurement of business performance in strategy research: A comparison of approaches. *Academy of management review*, 11(4), 801-814.

APPENDICES

Appendix I: Letter of Introduction

Mohamed Omar Abdullahi

D53/OL/GAR/26318/2015

P.O Box 1478

Garissa

9TH February, 2018

Dear Sir /Madam

Re: A study on Total Quality Management Practices and Performance of Garissa County Government, Kenya

I am a student at Kenyatta University pursuing a master degree in Business Administration (Strategic Management) a study entitled. I am undertaking a study on *Total Quality Management Practices and Performance of Garissa County Government, Kenya.*

In respect of this, you have been selected to participate in this research. Please answer the questions honestly and frankly. I assure you that the research is purely for academic purpose.

Thank you in advance.

Yours Sincerely

Sign.....Date.....

Mohamed Omar Abdullahi

D53/OL/GAR/26318/2015

Appendix II: Questionnaire

Section A: Background Information

1. Gender: Male Female

2. Age in years:
Less than 25 25 – 34
35 – 44 45 and above

3. Level of education
 Diploma Post Graduate diploma
 Bachelor's degree Master's degree

4. Indicate your work experience:
 Less than 5 years 5-9 years
 10- 15 years Above 15 Years

Section B: Process Management

The statements below relate to the influence of process management on the performance of Garissa County Government in Kenya. Supplied also are five options corresponding to these statements:

Key: Strongly agree(SA)=5, Agree(A)=4, Undecided(U)=3, Disagree(D)=2, and Strongly Disagree(SD)=1.

| Statement | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Best practices in monitoring are transferred within the organization | | | | | |
| Process management strategy involves proper planning on knowledge and value creation | | | | | |
| The county ensures that all the required resources are equally allocated to various | | | | | |

| | | | | | |
|--|--|--|--|--|--|
| departments | | | | | |
| Process management is made a part of strategic planning | | | | | |
| The County government identifies internal sources of expertise | | | | | |

5. In your own opinion, how is the performance of Garissa County government influenced by process management?

.....

.....

Section C: Strategic Quality Planning

The below statements relate to the strategic quality planning influence on the performance of Garissa County Government. Five options have been supplied in correspondence to the statements:

| Statement | 1 | 2 | 3 | 4 | 5 |
|--|----------|----------|----------|----------|----------|
| The County government sets objectives and ensures that they are achieved | | | | | |
| Budget allocation is carried out in the county government to ensure that each department achieves its target | | | | | |
| Identification and analysis of the County government strategic issues are carried out | | | | | |
| Strategy generation, evaluation and selection of the County government | | | | | |
| Development of implementation, evaluation and control systems of the County government | | | | | |

6. In your opinion, how is the performance of Garissa County government influenced by strategic quality planning?

.....

.....

Section D: Customer Focus

The statements given below relate to how the performance of Garissa County Government is influenced of customer focus. Five options have been supplied in correspondence to the statements:

| Statement | 1 | 2 | 3 | 4 | 5 |
|---|----------|----------|----------|----------|----------|
| Attention to customer needs is key to organizational success | | | | | |
| Employees are trained on customer focus practices | | | | | |
| Customer needs and expectation are always met by the County government | | | | | |
| Priority is given by the County government to customer complaints | | | | | |
| Customer need are determined through market research done by the County government | | | | | |
| There are clear channels of communication between the customers and the County government | | | | | |
| Employees satisfaction is derived from customer expectation fulfillment within the County | | | | | |

7. Based on your opinion, how does customer focus influence the performance of Garissa County government?

.....

Section E: Employee Relations

The statements listed below relate to how performance of Garissa County Government is influenced by employee relations. Five options have been supplied in correspondence to the statements:

| Statement | 1 | 2 | 3 | 4 | 5 |
|--|----------|----------|----------|----------|----------|
| Enough training and education is provided to the employees to perform their tasks adequately | | | | | |
| Employees are given chance to participate in decision making | | | | | |
| There is a clear communication channel between senior managers and employee | | | | | |

| | | | | | |
|--|--|--|--|--|--|
| Employees are encouraged to work in teams by senior managers | | | | | |
| Senior managers listen to Employee's opinions | | | | | |

8. In your opinion, how is performance of Garissa County government influenced by employee relations?

.....

Section F: Performance of Garissa County Government

The below statements relate to the performance of Garissa County government in Kenya: Five options have been supplied in correspondence to the statements:

| Statement | 1 | 2 | 3 | 4 | 5 |
|---|----------|----------|----------|----------|----------|
| There is efficiency in operations with the County government | | | | | |
| The projects undertaken within the County government are of quality standards | | | | | |
| The services offered by the County government conform to ISO standards | | | | | |