BARRIERS TO EFFECTIVE IMPLEMENTATION OF QUALITY MANAGEMENT IN LOCAL AUTHORITIES IN KENYA: A CASE STUDY OF KANGUNDO TOWN COUNCIL.

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NOVEMBER 2011
DECLARATION

This research project is my original work and has not been presented anywhere for purpose of examination.

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This proposal has been submitted for examination with our approval as the university supervisors.

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DEDICATION

This work is dedicated to my parents, brothers and sister for their encouragement throughout while undertaking the research.
ACKNOWLEDGEMENT

I am deeply grateful to my parents Joseph and Rachael, my brothers Benjamin and David for their encouragement, moral and financial support in the project writing. I also highly appreciate my supervisors: Mr Ngaba and Mr Mungai for their guidance in the project writing.
ABSTRACT

The purpose of this study is to describe the barriers to implementation of quality management in local authorities in Kenya. The study will seek to determine whether top management commitment affects implementation of quality management, whether human resources influences implementation of quality management, whether quality teams influence implementation of quality management, whether motivation for ISO certification influences implementation of quality management and if lack of resources affects implementation of quality management.

The target population for the study was the all the fifty permanent and casual staff in Kangundo Town Council from the three levels of management mainly top level, middle level and lower level. The sampling procedure for the population was a census survey.

The research was conducted using a descriptive study design. Data was collected using structured and semi-structured questionnaires. Data analysis was done through both qualitative and quantitative techniques. In quantitative analysis, frequency distribution tables have been drawn and coefficients of variation determined. In qualitative analysis, correlations have been made. Findings were presented in frequency distribution tables.

The study found out that quality management implementation is influenced by top management commitment, level of human resources training, quality teams, motivation for ISO certification and resources. The study found that in Kangundo Town Council, top management is not fully committed to quality management, human resources do not regularly attend training, team work is not common in all departments, the management did not initiate motivation for ISO certification and resources are not updated in all departments.

The study recommends that the top management should be fully committed towards improvement of services. Also, there should be continuous training to all staff members. Further, the management should be self-motivated towards ISO certification and encourage quality teams. Moreover, resources should be updated accordingly. The study makes suggestions for further study on staff attitude and perceptions of quality management. In addition, further study should be made on staff remuneration impact on quality management implementation.
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<tr>
<td>KTC</td>
<td>Kangundo Town Council</td>
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<tr>
<td>QMS</td>
<td>Quality Management System</td>
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<td>ISO</td>
<td>International Organisation For Standardisation</td>
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<td>TQM</td>
<td>Total Quality Management</td>
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<td>QM</td>
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DEFINITION OF OPERATIONAL TERMS

Quality: is efficiency and effectiveness towards customer delightment.

Quality Services: refers to fast response to customer enquiries, reliability on service performance, assurance and empathy towards customers.

Quality management: is satisfying the customer, not merely to meet his expectations, but to exceed them through quality planning, quality control and quality improvement (Juran et al, 1993).

Implementation: are the activities and choices required for the execution of a quality management system.

Leadership: It is the ability to influence a group toward the achievement of set goals.

Barriers: Hindrances to progress of an activity.
1.1 Background of the Study

Without doubt, superiority in terms of quality of a product or service is an extremely important element that could contribute positively in generating sales and hence strengthen the position of an organization in its chosen market (Deming, 1986). Customers’ awareness and desire for quality products or services has increased to levels that no firm can assume and expect to be relevant in the current ever-changing competitive business environment.

Local authorities in Kenya serve several functions, the primary function of which is to mobilise resources and provide services within their areas of jurisdiction. ‘The general trend of local authorities in Kenya shows poor service delivery, mismanagement of resources, inefficiencies in project implementation, lack of equity and political interference. In addition, the country continues to lose millions of taxpayers’ shillings through theft and mismanagement of devolved funds. Also, because of weak accountability and poor monitoring of performance, a number of the projects are not yielding projected results (Action Aid Kenya, 2006)’.

Based on above argument and report, it is evident that our local authorities have underlying challenges in service delivery and quality implementation. To enhance efficiency, competitiveness, and customer satisfaction, an increasing number of companies are developing or adopting a quality management system (Magd, 2008). In many instances, such a quality management system is established in association with certification under the ISO 9001:2000 international quality standard or the recently revised ISO 9001:2008 version of the standard International Organization for Standardization 2008 (Magd, 2008). Quality management is satisfying the customer, not merely to meet his expectations, but to exceed them through quality planning, quality control and quality improvement (Juran et al, 1993).

The key problem that managers face today is the ever-changing competitive environment and increasing consumer awareness. Global competition in mature production and service sectors is increasing. Customers are demanding more as new standards are reached through international competition. Organizations are reacting to this competition by
becoming customer focused, speeding up response times, emphasizing quality and continuous improvement, accelerating the introduction of new technology and operating more flexibly (Armstrong, 2001).

1.1.1 Overview of Kangundo Town Council

The town council was formed under local government Act (Cap 265), laws of Kenya. The town council was formerly part of Masaku County Council. It was given urban status in 1980 and called Tala/Kangundo Urban Council with six wards.

The late councillor Kilonzo Kiveke was the 1st Council Chairman, and Mutakwa was the 1st Town clerk. In the year 1994, it was upgraded to Town council status, but some parts of the present day Town Council of Kangundo were left under Masaku County Council.

In 1997, the parts left under Masaku County were in-co-operated to form the present Town council of Kangundo with twelve (12) electoral wards. Mr A. Maweua acted then as the town clerk. However, in 2002, electoral wards were merged leaving the council six (6) wards. Since then the Council has had five clerks.

The administrative structure of Town council of Kangundo is divided into the policy arm/civic wing (headed by the Chairman of Council) and the administrative arm/executive wing (headed by the clerk to the Council). The policy arm functions through committees that make council policies, which are validated by the full council.

1.2 Statement of the problem

It is important for local authorities especially Kangundo Town Council (KTC) to embrace quality management practices and implement them successfully to be able to delight customers through efficient quality services. In comparison with manufacturing firms, the service sector has lagged behind not only in terms of implementing the standard, but also in embracing the associated concepts of total quality management and continuous improvement (Ghobadian et al., 1994). The standard provides guidelines on procedures, controls, and documentation for a quality management system to help a company identify mistakes, streamline its operations, and maintain a consistent level of quality (Kartha, 2004).

The introduction of a quality management system in a company does not always produce the desired results; in practice, this is usually due to ineffective implementation. This had
has been attributed to challenges that affect implementation of quality management such that the expected results are not usually realised in most organizations. Magd (2008) identified important barriers to the effective implementation of ISO 9001:2000 as being inadequate senior-management commitment, a lack of qualified personnel, insufficient training with respect to quality issues, a lack of financial resources, and a failure to define responsibility and authority for personnel. In a similar vein, Cheng et al. (2007) also identified a lack of senior-management commitment, employee resistance to change, and inadequate training and support as barriers to the successful implementation of ISO 9001:2000.

Local authorities are designed to provide efficient and quality services to citizens in their areas of jurisdiction. In contrast, most local authorities lack sufficient garbage handling systems and equipment, adequate market stalls for all informal traders, enough manpower to carry out tasks, adequate public sanitation facilities, there are isolated cases of some corrupt practices within the workforce, petty office politics within the workforce and illiteracy with a good number of the workforce.

Kangundo Town Council has already embraced the concepts of quality management. This is evidenced by strategic objectives laid down in its strategic plan. They include; ensuring good governance and policy guidance, to have strong and properly managed administrative structures and systems, to ensure the Town Council of Kangundo is automated with improved service delivery to its residents and to ensure sound financial management and prudent stewardship of town Council of Kangundo assets (Town Council of Kangundo Strategic Plan 2008-2012).

Despite having embraced concepts of quality management, a year later at the end of the year 2009 the council lacks sufficient controls on revenue collection, there is poor established appraisal systems and supervision of staff. There is a high illiteracy level in a good no of the workforce where most are not professionals, lack of operational customer care desk and insufficient infrastructural investment (Town Council of Kangundo Reviewed Strategic Plan-2009).

It is against this background that the purpose of this study was to investigate barriers to effective implementation of quality management in Kangundo Town Council.
1.3 Objectives of the study

1.3.1 General objective of the study

The purpose of this study was to describe the barriers to effective implementation of quality management of local authorities in Kenya using a case study of Kangundo Town council.

1.3.2 Specific Objectives of the Study

The study sought:

i) To determine whether top management commitment affects implementation of quality management.

ii) To establish whether level of human resources in local authorities influences implementation of quality management.

iii) To establish whether quality teams influences implementation of quality management.

iv) To determine whether the source motivation for ISO certification influences implementation of quality management.

v) To determine whether lack of resources affects implementation quality management.

1.4 Research Questions

The study sought information to answer the following questions;

i) Does top management commitment affect implementation of quality management in Kangundo Town Council?

ii) Does level of human resources training affect implementation of quality management in Kangundo Town council?

iii) Does presence of quality teams influence implementation of quality management?

iv) Does motivation for ISO certification influence implementation of quality management?

v) Does lack of resources affect implementation of quality management?

1.5 Significance of the Study

This study will be of significance to a number of stakeholders. It will yield data and information useful to the local authorities’ management in assisting them to implement quality management in the local authorities in the country. The top management of Kangundo Town Council will be able to demystify implementation of quality management.
management in all levels and activities of the institution and to institute a quality department if it is non-existence or improve it towards ISO 9001 certification. The study will also sensitise Kangundo residents on need for quality service delivery from their local authority. The study will also assist the ministry of local government in policy formulation and implementation towards quality customer-focussed services. In addition, the study will enable other local, municipal and city councils to understand concept of quality management to improve their services. The research will benefit other researchers interested in this area who will borrow ideas and use it as a point of reference.

1.6 Scope of the study
This study focussed mainly on the barriers to effective implementation of quality management in Kangundo Town Council. It involved all the 41 permanent and casual staff of the council.

1.7 Limitations of the Study
Local authorities just as government parastatals are usually run under strict regulations and secrecy such that most information is highly confidential. Access to managerial information was therefore difficult as earlier anticipated. However, effort was made to assure the managers of confidentiality. Moreover, managers and staff had difficult in revealing information that seems to expose their incompetence’s or inefficiencies in their dockets, as they thought that this will jeopardise their jobs. Effort was made to talk to them to array their fears.

1.8 Assumptions of the Study
The research assumed that respondents fully understood the concept of quality management, the respondents were ready to give genuine responses to questions, data collection instruments brought out adequate information for analysis and that staff of Kangundo Town Council were present at the time of the research.
2.1 Chapter overview
This chapter gives an insight of the problem under investigation by revisiting previous researches by different authors. It gives Theoretical Review literature on management commitment, organizational structure, human resources, quality teams, motivation for ISO certification, Empirical Review and conceptual framework.

2.2 Service Quality
Over-time the meaning of quality has changed. The fact that the quality revolution commenced in manufacturing meant that the natural evolution of Total Quality began with a focus on producing quality products. This involved considering what the problems with the product were and then assessing how related processes could be improved. However, this traditional production-based concept of conformance to specifications has given way to a customer orientation of quality (Paul Herbig, 1994).

In comparison with manufacturing firms, the service sector has lagged behind – not only in terms of implementing the standard, but also in embracing the associated concepts of total quality management and continuous improvement (Ghobadian et al., 1994; Heras et al., 2008). However, more recently, the success of total quality management (TQM) in manufacturing industries has encouraged service companies to adopt the principles and tools of quality management (Calisir, 2007). Consequently, the take-up of ISO 9001 certification has begun to increase rapidly in the services sector (Dick et al., 2002). Quality management is satisfying the customer, not merely to meet his expectations, but to exceed them through quality planning, quality control and quality improvement (Juran et al, 1993).

2.3 Empirical Review
2.3.1 Top Management Commitment and implementation of quality management
Management is responsible for directing the activities of the people within the organization; hence, the control of the management process itself is necessary to implement an overall quality program. Managing people consists more than controlling their activities. Management must provide the appropriate leadership in demonstrating its
commitment, must foster a culture commensurate with its vision and mission, and must make available the funds for the implementation of the program. Without these aspects in place, no quality program can withstand the test of time (George P.L., 1999)

Lack of management and leadership has been identified as an important barrier to the success of the implementation of ISO 9001:2000 (Singh et al., 2006). The quality manager of a company that wishes to implement a robust quality management system according to the principles of ISO 9001:2008 should focus carefully on internal motivation of the company. Attributes of the company, employee attributes, the requirements of the quality system, and the attributes of the external environment should also be considered. This is because quality management is implemented through several strategies designed by the management of an organization, which include the top management, middle and low-level management (Evangelos et al., 2010)

Top management refers to senior level leaders including presidents, owners, and other high-ranking executives and senior-level managers. Hrebiniak and Snow (1982) found out that the process of interaction and participation among the top management team physically leads to greater commitment to the firm’s goals. Further, implementation of quality management may fail if it does not enjoy support and commitment by middle management. This may be the case if they were not consulted during the development phase (Heracleous, 2000). If middle and lower level managers are permitted to be involved with the detailed implementation, planning their commitment will be likely to increase. In implementation of quality management, some problems that may occur may result from line-managers. Alexander (1985) suggested that departmental managers who provide inadequate leadership and direction hamper implementation process. In a similar vein, Bhuiyan and Alam (2005) identified a lack of management support and a lack of training as important barriers to successful implementation of ISO 9001:2000, along with inadequate perception of quality on the part of most employees, resource constraints, and employee resistance to change.

The focus should thus be on modifying the culture of the whole organization (including senior managers, middle managers, and other personnel) with a view to transforming it into an overtly quality-oriented culture. The quality manager should also aim to update the facilities, equipment, and technological resources of the company. Attention to the culture and infrastructure of the organization represent the major critical areas for
ensuring that a robust internal environment is created as a foundation for the effective implementation of a quality management system (Evangelos et al., 2010)

The next important area that a quality manager should focus on is the development of human resources. The aim in this regard is to develop an educated workforce of employees who are committed to quality procedures and are empowered to take part in decisions about quality issues. The manager should also pay attention to financial resources, time, and paperwork within the organization. (Evangelos et al., 2010).

Noble and Mokwa (1999) put forward three dimensions of commitment that emerged as control factors, which directly influence strategic outcomes: organizational commitment, strategy commitment and role commitment. Organizational commitment is defined as the extent to which a person identifies with and works toward organization-related goals and values (Michaels et al., 1988, cited in Noble and Mokwa, 1999). Strategy commitment as defined as the extent to which a manager is determined to perform his individual implementation responsibilities well, regardless of his beliefs about the overall strategy. The primary dependant variable in Noble and Mokwa’s (1999) study is implementation success, which they define as the extent to which an implementation effort is considered successful by the organization.

At the individual level, role performance is a critical outcome, which they define as the degree to which a manager achieves the goals and objectives of a particular role and facilitates the overall success of the implementation effort. Noble and Mokwa’s findings suggest that an individual manager’s implementation role performance will influence the overall success of the implementation effort. Both strategy commitment and role commitment were shown to influence role performance. However, the most commonly studied dimension, organizational commitment, showed no relationship to role performance in either of their samples. There many factors that influences the success of strategy implementation like people who communicate or implement the strategy and systems or mechanisms in place for co-ordination and control.

Tamimi and Sebastianelli (1998), in their study found several factors working against TQM implementation. The major barriers cited by samples included not linking management’s compensation to achieving quality goals and lack of training in areas such
as group discussions, communication techniques, quality improvement skills, problem identification and problem-solving techniques.

2.3.2 Human resources and implementation of quality management

This highly significant factor, which impedes TQM implementation, comprises a range of issues. These include insufficient levels of education, lack of skill, lack of understanding of quality management and poor assimilation of quality work culture. Besides these points, issues such as non-conformance with procedures, low worker morale, industrial action, high worker turnover, and absenteeism also play some role (Kifayah, 2002)

For effective implementation of quality management, people at all levels are of the essence to the organization and their full involvement enables their abilities to be of use for the organization's benefit. There has been considerable research on quality management issues generally. However, they have not addressed the difficulty in determining the training needs for such a diverse group of people. For example, research in the USA has identified the lack of continuous training and education as the most important barrier to the successful implementation of quality management (Masters, 1996). Nevertheless, it goes no further.

Similarly, a British study found a strong relationship between managers' assessment of training adequacy and their perceptions of the success of their quality management programs (Wilkinson et al., 1993). Cheng et al. (2007) identified employee resistance to change, and inadequate training and support as barriers to the successful implementation of ISO 9001:2000. It is imperative therefore to identify the training needs among employees as a strategy to curb resistance to adoption of quality management.

While a recent European survey (Mathews et al., 2001) surveyed aspects of the quality training provided to employees generally, the study examined quality staff as a sub-group and did not provide information on quality managers, per se. That survey indicated that fully one-third of quality staff received no training, those that did received a wide assortment of mostly traditional approaches such as in-house seminars and external short courses. Cushing et al (1989) suggest that Human Resource and Quality Control Managers recognize that quality improvement requires employees to think, work, and interact with one another in new ways.
Traditionally, methods of work organization such as assembly lines or specialization of work tasks has long been acknowledged by human resource professionals as inappropriate to producing a work environment which is motivating to employees. New terminology such as job enrichment, workplace consultation, and participative management is indicative of the recognition by human resources professionals that there is a need to change the traditional organization and management of employees in the workplace. Shifting from a production-oriented company to a service-oriented one involves a slow process of cultural change. New behaviours and skills are required. However, these do not appear miraculously but must be learned. The development of learning programmes is essential in this regard. The role of the human resource professional in designing, conducting and evaluating such programmes is integral to the success of the quality initiative. Training programmes require much more than simply training in the tools and techniques of quality. A company has to come to grips with the issue of building a philosophical belief in the hearts and minds of its people rather than merely training them in procedures. To be successful, training programmes need to be designed around the participant's job and based on real life experiences, which can be translated into actions back on the job. A strategy for implementing training, which addresses the basic issues relating to customer service such as communication, interpersonal skills and longer-term issues of quality involved with continual improvement, is to create a customer culture in which service quality is the dominant value. If this programme is to be a success, people not only need to have good skills but also require good systems and procedures with which to work (Paul, 1994).

According to Paul (1994), Cadillac’s training efforts commenced with the leadership of the company, and then moved down to other levels where tailor-made training was provided based on specific needs of individual employees. A joint team of union and management personnel worked together to assess the type of training needed to be developed in order to improve the quality and productivity of the organization. In all of these companies, the training process followed similar lines. Initial training focused on the basics of quality techniques and tools including communication and other soft skills. Training then progressed to specific job related aspects with an emphasis on quality issues such as teamwork and problem solving. In this respect, human relations specialists were critical in the design and implementation of these programmes. Training programmes such as these involve extensive planning and design prior to implementation.
Their aim is to improve the quality of service offered by companies and to build a quality culture within the organization. Regardless of how complex or simple the training effort is, improvements in customer service can be achieved. Nonetheless, vast amounts of money should not be spent on training until a company is able to support and reinforce training back on the job. Additionally, the support and involvement of human relations personnel is critical.

Augustyn et al (2000) noted the importance of the positive attitude of employees to ISO 9001:1994, employee training and commitment to quality, and the presentation of the ISO 9001:1994 elements in a clear manner to employees. This is because if employees are educated and made aware of importance of quality policy in the organisation they tend to get committed. Training will inspire confidence in employees and try to minimize resistance to change. Armstrong (2001) claimed that employees resist change due to several reasons like threat to familiar patterns of behaviour, financial rewards, interpersonal relationships, status, competence and convenience. Though training may be viewed as expensive in the short run, it is very cheap in the long run due to its benefits.

Armstrong (2001), states that training improves individual, team and corporate performance in terms of output, quality, speed and overall productivity. It also provides higher levels of service to customers and helps to develop a positive culture in the organization. Further, it enables change management by increasing understanding of reasons for change equip people with skills and knowledge to adjust to new situations, attracts high-quality employees by offering them learning and development opportunities, increase commitment of employees by encouraging them to identify with the mission and objectives of the organization.

Alexander (1985) suggests there are many problems that over half of corporations experience. Employees have insufficient capabilities to perform their jobs and lower-level employees are inadequately trained. It is evident that for successful implementation of a quality management system, employees must be made aware of the importance of the concept of quality management system through training and initial planning of such a system.
Quality management therefore cannot be confined in the boardroom of company from where it is imposed unto employees who do not understand the concept in the first place. Employees should be fully informed of the quality system to be implemented and all what it encompasses and their role to own the process. However, in most organizations, quality management, just like any other strategic decision is formulated by senior-level managers of the firm and then administratively imposed on lower-level management and non-management employees with little consideration of the resulting functional level perceptions (Nutt, 1987).

Apart from training and development, employees should be fully involved in interpretation of their roles and responsibilities to embrace the process of quality management. Creating a clear understanding of the role and significance of policies from an early stage provides employees with an opportunity to understand their required levels of involvement. Employees can also become involved in the process and establish an emotional link with their responsibilities. When employees become emotionally involved with their work, they will invest more to pursue excellence and the required tarts (Hagen, 1999).

In summary, little is known about the training and professional development needs of quality managers except that they are considered critical to the effective implementation of quality management programs. It follows that if the current training and development regime does not adequately equip quality managers to perform their roles competently, this may contribute to the failure of many quality management programs and systems. Such failures would increase the likelihood of quality management being absorbed into general management practice and the distinctive philosophy of quality management disappearing.

2.3.3 Quality Teams and implementation of quality management

A work team is a group whose individuals have varied skills that complement each other towards achievement of a specific objective. Management has found that teams are more flexible and responsible to changing events than are traditional departments or other forms of permanent groupings. One of the central characteristics of total quality management (TQM) is the use of teams. The essence of Total Quality Management is process improvement, and employee involvement is the linchpin of process improvement.
Total Quality Management requires management to give employees the encouragement to share ideas and act on what they suggest. Teams provide the natural vehicle for employees to share ideas and to implement improvements (Stephen, 1996).

A work team result in a performance that is greater than the sum of those individual inputs. It generates positive synergy through co-ordinated effort. Benefits of use of teams in the introduction of quality programmes have been identified. A firm that implements quality programmes can cut costs of quality like external failure costs and internal failure costs. This is done by implementing improvement programs like team productivity design for manufacturability among others, quality has a reward in terms of increased long term sales, for example repeat purchase, quality programs lead to employee empowerment. This is because workforce is one asset of implementing quality programs. This is done by training the workforce, quality has led to just in time flow control for example goods arrive at each stage of manufacturing process when needed. This reduces need for large storage and inventory costs, a team generates synergy by coordinating the efforts of individual members, and teams improve organizational performance since the members are complementary, a team minimizes errors and brings about innovative solutions, and it enables less use of employee assistance programs since members of a team form a synergy (Stephen, 1996).

Since a team is multi-functional, it cuts across various levels and departments of the organization. However, this is not always the case in most organizations. In some organizations, quality policy is designed in senior management’s boardroom and imposed unto employees in the lower levels of the organization. Quality managers have a demanding and complex role. They are typically responsible for the implementation of the quality management policy and systems: in addition, they are expected to motivate others to adopt the philosophy, tools, and processes of quality management. In many cases, they provide a vital link between senior management and non-managerial staff, (Waddell, 1998b). To effectively bridge the gap between senior level management and non-managerial staff, quality should be part of quality teams, which do not exist in some organizations. Adebanjo and Kehoe (1998), who studied TQM implementation in UK manufacturing organizations claimed that; insufficient teamwork facilitators and team building techniques are not employed, which is one of the problems in the implementation process.
Kifayah Amar (2002) reported that in some organizations, company work culture and company mission and objectives are not synergistic. Additionally, lack of coordination between departments is also detrimental to successful TQM implementation. This is clear evidence that most organizations lack synchronized teamwork among departments.

As George P. L. et al (1999) notes, Quality Management provides the opportunity to benefit from the synergy resulting from various people working toward a common goal. The ability of an organization to turn the diversity among its employees into a complimentary strength is another indicator of the maturity level of its QM program. Each employee of the overall goals and objectives of the organization, as well as those pertaining to the specific projects and tasks assigned to that person predicate teamwork upon a clear understanding. Clarity of purpose is essential for teamwork and avoids priority conflicts and differing goals that are obstacles to harmonious work. Good communication skills and various team-building techniques will enhance interpersonal relationships that are required to accomplish most tasks in a modern workplace. The internal customer concept within QM emphasizes this need to work together: the efficient way for everyone to focus on external customers is to satisfy the work requirements of each person with whom they deal within the organization and to treat them as links within the chain that leads to the external customer.

2.3.4 Motivation for ISO Certification and implementation of quality management

Companies seek ISO certification for different reasons. The certificate is usually issued to companies that have met the required international recognized service or product standards. Williams (2004) found that successful recovery of the initial investment required for ISO 9001:2000 implementation depended on the motives that had driven a company to seek certification – which might include customer demand, quality improvement, and part of a larger marketing strategy, pressure from competitors, and government requirements and regulations. Other factors include continuous improvement strategy, business performance improvement, waste reduction, reaction to environmental factors, and reaction to pressure from customers and competitors as motivational factors for seeking ISO 9001:2000 certifications.

Zeng et al (2007) concluded that the main barriers to the effective implementation of the ISO 9001:2000 standard were short-sighted motivations for seeking certification, over-expectations of the standard, mandatory requirements to become certified (that is, a lack
of wholehearted commitment to a Quality Management System), and simply following others in seeking certification.

Lee et al., (2009), who analyzed survey data collected from ISO 9001:2000-certified service organizations in China (from a variety of sectors), found that some organizations were implementing ISO 9001:2000 to the minimal extent required for certification, whereas others were committed to implementation levels beyond the minimal requirements. The two clusters were not significantly different in terms of size or number of years of implementing the standard, but the level of adoption of ISO 9001:2000 principles was correlated with subsequent company performance.

Lundmark and Westelius (2006) suggested that improvement in the efficiency of a quality system, achievement of customer satisfaction, pressure from competitors/foreign partners, a desire to increase market share, meeting government demands and external requirements as the leading motivations for seeking ISO 9001:2000 certification.

Gotzamani et al (2007) noted that the successful implementation of the ISO 9001:2000 standard depends on the degree to which a company seeks certification for the purposes of improving quality, rather than because of external pressure. Feng et al (2008) reported that companies that sought ISO 9001:2000 certification for external reasons were likely to fail (or gain fewer benefits) whereas companies that sought certification to improve quality of products and services gained greater benefits from the certification. The best-formulated strategies may fail to produce superior performance for the firm if they are not successfully implemented as Nobble (1999b) notes.

It is generally accepted that to fully implement quality principles and practices companies require a suite of policies for all aspects of the business, not just a single policy defining quality. Although most companies do not have problems defining the policies required or establishing a process for the management and control of policies, enlisting the commitment and support of the company (in particular management) to execute an implementation strategy is somewhat more difficult (Nally and Keiffer, 1998). Commitment of the company and especially the practices and attitudes of management play a critical role in the relative success companies have in executing these processes (Page, 2000).
Lack of resources and implementation of quality management

Resources play a key role in implementation of quality management system. The system may be well designed, its kick-off may delay or completely fail if the resources are not available or are defective, poorly calibrated or outdated. Tamil Sebastianelli (1998) identified inadequate resources to employ quality management as a key barrier toward implementation of quality management. This argument is correct if a quality manager has little expertise, it is a dream to expect quality from such an individual.

Because of the complexity and the far-reaching scope of QM, resources need to be allocated to enable all sectors of the organization to participate in this endeavour. The first priority is the training of key management and staff personnel who will become the in-house QM facilitators. The initial commitment of resources is to provide such training, as well as to allocate specific time to monitor QM projects. The in-house QM facilitators will then be able to provide guidance to others in various aspects of the program through a series of implementation steps that are in line with the needs and priorities of the organization. The facilitators also need to monitor the skill levels of employees in their knowledge and use of quality tools to ensure that just-in-time training is provided as the need arises. This aspect is important to avoid frustration of people dealing with unfamiliar situations and a subsequent decrease in enthusiasm for the project. The QM facilitators also need to monitor QM projects to avoid sub-optimal performance within the organization as a whole (George P. L. et al., 1999).

In addition to training of quality facilitators, another significant resource factor is the poor condition of machines used in production processes. Issues such as high down-time, use of old, unreliable machinery, and poor co-ordination of equipment spares procurement result in ineffective maintenance programs, which in turn render production processes inefficient. The third resource factor is that of method. In some organizations that have QMS in place, not all activities to control product quality have a standardized method or are performed in a consistent way (Kifayah, 2002).

Besides that, raw material quality has also been found to be a barrier in QM implementation. For example, if raw materials do not conform with the specifications, their delivery is unscheduled and it is difficult to implement quality standards within an organization. Another resource factor limiting effective QMS is the lack of suitable
funds to mobilize QMS driven activities such as instituting training programs, provide quality resources, (Tamimi and Sebastianelli, 1998).

2.4 Overview of Empirical Review

Several studies have examined the implementation of ISO 9001 in a variety of service industries in various countries. Adebanjo and Kehoe (1998) who studied TQM implementation in UK manufacturing organizations identified barriers as upper management, lack of training programs to enhance workers’ skills and involvement in quality improvement activities. Moreover, organizations do not place enough importance on cases of goods returned nor relate such cases to customers, many organizations do not involve suppliers when making improvements to products and in general, suppliers have difficulties in meeting the organizations’ requirements. In addition, insufficient teamwork facilitators and team building techniques are not employed.

In the USA, Salegna and Fazel (2000) surveyed the obstacles faced by TQM and non-TQM organizations. The results showed three major obstacles facing TQM organizations. These are insufficient time, poor communication and lack of real employee empowerment. For non-TQM organizations, the obstacles include lack of motivation, insufficient time and lack of strategic planning for change. This study left out key factors impeding quality implementation like lack of resources, top management commitment and quality teams.

Kifayah Amar (2002) examined the barriers faced by Indonesian manufacturing organizations in the implementation of TQM. The study has uncovered 11 factors seen to be barriers against the successful implementation of TQM in Indonesian manufacturing organizations. The 11 factors are human resource, management, attitude towards quality, organizational culture, interdepartmental relations, materials, machines, equipment, information, method, and training.

Wahid and Corner (2009) who investigated the post-certification period in a large Malaysian service organization found that the maintenance of ISO 9001:2000 depended on senior management, the employees, the reward system, teamwork, continuous improvement of the processes, understanding of ISO itself, measurement of performance, and communication.
Heras et al. (2008), who assessed the ISO 9001:2000 standard in the Spanish residential aged-care sector identified the obstacles to successful ISO 9001:2000 certification as the characteristics of the sector (lack of resources, lack of knowledge of quality management and lack of pressure for certification across the whole industry), lack of motivation and leadership. In addition, problems with implementation (expense of implementation and certification, additional bureaucracy, and externally conducted implementation); and quality of care (ISO 9001 having nothing to do with quality of care of residents and some health professionals seeing ISO 9001 as an “industrial” quality model).


Concerning motivation for ISO certification, Salegna and Fazel (2000), Kifayah Amar (2002), Heras et al. (2008) have exposed lack of motivation on both employees and leaders as a key hindrance to implementation of quality. Heras et al. (2008), Kifayah Amar (2002) present lack of resources as one of the barriers to implementation of quality management. However, lack of resources is not given much emphasis. Adebanjo and Kehoe (1998), Wahid and Corner (2009) asserted that teams are important in implementation of quality management and their dysfunction may be a barrier. The studies go no further than a team hence the need to investigate whether lack of quality teams impedes quality management implementation.

2.5 Research Gaps

The studies above where based on western and Asian countries context mainly depicting a bias on African case. Further, the studies concentrated more on product-oriented firms with little emphasis on service industry. There is therefore need to investigate further contribution of top management support, training of human resources, quality teams and lack of resources to implementation of quality management in local authorities in Kenya, a case of Kangundo.
2.6 Conceptual Framework.

Factors have been identified to guide the research on barriers to effective implementation of quality management in local authorities. These factors include top management commitment, level of human resources training, presence of quality teams, lack of resources and motivation for ISO certification. These factors were the independent variable and implementation of quality management the dependent variable.

The conceptual model below encompasses the variables and other possible patterns of influence on each other.

Figure 2.1: Barriers To Effective Management.

Independent Variable

- Top management commitment
- Level of Human resources training
- Presence of Quality teams
- Motivation for ISO certification
- Lack of Resources

Dependent variable

- Quality Management
- Political Climate

Intervening variable

Source: (Researcher 2011)
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Area of Study
The study was carried out in Kangundo Town Council in newly formed Kangundo District. Its headquarters is located at Tala market, which is 56 kilometres East of Nairobi.

3.2 Research design
This study was conducted through a descriptive study. Descriptive study is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals (Orodho, 2003). The main purpose of descriptive study involves description of the state of affairs as it exists at present (Kothari, 2004).

3.3 Target population
The target population for this study was all the 41 permanent staff and casual staff in Kangundo Town council.

Table 3.1: Distribution of the target population

<table>
<thead>
<tr>
<th>Department</th>
<th>Section</th>
<th>Target Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Town Treasurer</td>
<td>Treasury</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Trades &amp; Market</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>Bus Park</td>
<td>4</td>
</tr>
<tr>
<td>Town Engineer</td>
<td>Works</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Fire brigade</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Cleansing</td>
<td>10</td>
</tr>
<tr>
<td>Town Clerk</td>
<td>Administration</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Enforcement</td>
<td>4</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>41</td>
</tr>
</tbody>
</table>

Source: Town Council of Kangundo Strategic Plan 2008-2012
3.4 Sampling Design and Sample size
Due to limited target population, a census survey was carried out on the target population.

3.5 Data Collection Tools
The researcher used questionnaires as the main tools for collecting primary data. According to Walker (1985) questionnaires presents an even stimulus to a large number of people simultaneously and makes an investigation with relatively easy accumulation of data. The researcher was mainly concerned with views, opinions, perceptions, feelings and attitudes. Such information is best collected by use of questionnaires (Touliatos & Compton, 1998). The researcher used semi-structured instruments.

3.6 Instrument Reliability
Mugenda and Mugenda (2003) asserted that reliability refers to the degree to which a particular measuring procedure gives similar results over a number of repeated trials. To ensure reliability of the questionnaires, a pilot study was carried out. The pilot study was used to detect unclear directions, insufficient space for writing responses, clustered questions and wrong phrasing of the questions.

3.7 Instrument Validity
According Kothari, (2004) validity refers to the extent to which an instrument measures what it is supposed to measure. The researcher validated the research through ensuring content validity. The researcher established content validity by seeking opinion of the supervisor and revising the questionnaires accordingly.

3.8 Data Collection Procedure
Before undertaking the research, the researcher obtained official permission from the Town clerk, Kangundo Town Council to the conduct research. The researcher then administered the questionnaires to the respondents at their place of work in their respective departments. The researcher arranged with the respondents to collect the questionnaires within two days after their issue. The process took a period of about one week.
3.9 Data Analysis Techniques

The gathered data was edited, coded and analyzed through both qualitative and quantitative techniques. In quantitative analysis, frequency distribution tables were drawn using scientific package for social sciences (SPSS). In qualitative analysis, Karl Pearson’s coefficient of variation was used to determine relationship between variables. Findings were presented in tabular form.
CHAPTER FOUR
DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction
This chapter gives the analysis and findings of the generated information from the questionnaires. It includes questionnaire return rate, demographic information, research questions and findings.

4.2 The Questionnaire Return Rate
This refers to the proportion of the sample that participated in the study. The questionnaire was administered to a sample of 38 members of staff in Kangundo Town Council. Out of these, 35 members filled and returned the questionnaires. The questionnaire return rate was tabulated as in the table below:

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Sample</th>
<th>Returned</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council staff</td>
<td>41</td>
<td>35</td>
<td>85.37</td>
</tr>
</tbody>
</table>

Source: Research data 2011

The return rate was 85.37%. The return rate was therefore satisfactory. The unreturned questionnaires were due to absenteeism of some employees due to leave and out of station commitment.

4.3 Demographic characteristics of respondents
4.3.1 Gender of respondents
The respondents were asked to state their gender. The information is tabulated in table below:

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>21</td>
<td>60.0</td>
<td>60.0</td>
</tr>
<tr>
<td>Male</td>
<td>14</td>
<td>40.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>35</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data 2011
The tabulation indicates that majority of the respondents (60%) were female whereas 40% were male. This implies that the females were more in the council than the males. This may be attributed to the nature of work in the council, which mainly involves cleansing, and collection of revenue.

4.3.2 Level of formal education of respondents

The respondents were asked to indicate their level of formal education and results tabulated as below:

Table 4.3: Highest level of formal education

<table>
<thead>
<tr>
<th>Level</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>7</td>
<td>20.0</td>
<td>20.0</td>
</tr>
<tr>
<td>Secondary</td>
<td>17</td>
<td>48.6</td>
<td>68.6</td>
</tr>
<tr>
<td>Certificate</td>
<td>6</td>
<td>17.1</td>
<td>85.7</td>
</tr>
<tr>
<td>Diploma</td>
<td>3</td>
<td>8.6</td>
<td>94.3</td>
</tr>
<tr>
<td>Degree</td>
<td>2</td>
<td>5.7</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>35</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data 2011

The information shows that majority (48.6%) of the respondents have attained secondary education and a low (5.7%) have attained a degree. This could be attributed to the nature of work which is mostly manual and may not need high brain power to undertake.

4.3.3 Department of the respondents

The respondents were asked to name their current departments and the results are tabulated as below;
Table 4.4: Department of respondents

<table>
<thead>
<tr>
<th>Department</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Town Treasurer</td>
<td>13</td>
<td>37.1</td>
<td>37.1</td>
</tr>
<tr>
<td>Town Engineer</td>
<td>12</td>
<td>34.3</td>
<td>71.4</td>
</tr>
<tr>
<td>Town clerk</td>
<td>10</td>
<td>28.6</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>35</strong></td>
<td><strong>100.0</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data 2011

Information in the above table reveals that most of the employees are either under town treasurer (37.1%) and town engineer (34.3%). This could be due to the fact that majority of the staff who happen to be in cleansing and treasury which fall under town treasurer and engineer respectively. This two departments carry the bulk of work in most councils in the country.

4.3.4 Respondent’s current position at work

Respondents were asked to indicate their current position at work. The results are tabulated below:

Table 4.5: Current position

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support staff</td>
<td>20</td>
<td>57.2</td>
<td>55.9</td>
</tr>
<tr>
<td>Lower level management</td>
<td>7</td>
<td>20.0</td>
<td>76.5</td>
</tr>
<tr>
<td>Middle level management level</td>
<td>5</td>
<td>14.3</td>
<td>91.2</td>
</tr>
<tr>
<td>Top Management</td>
<td>3</td>
<td>8.6</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>35</strong></td>
<td><strong>100.0</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data 2011

The information in the table indicates that support staff (54.3%) forms the highest population. This could be attributed to the nature of work in the council that is mostly manual and does not need high thinking skills.
4.3.5 Respondents Current Station

Respondents were asked to indicate for how long they have been in the current station and responses were as below;

Table 4.6: Duration in current station

<table>
<thead>
<tr>
<th>Duration</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - 5 years</td>
<td>14</td>
<td>40.0</td>
<td>40.0</td>
</tr>
<tr>
<td>6 - 9 years</td>
<td>9</td>
<td>25.7</td>
<td>65.7</td>
</tr>
<tr>
<td>Above 10 years</td>
<td>12</td>
<td>34.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>35</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data 2011

The information in the table shows that 40% of staff has been in the council for a period of less than 5 years. This could be due to current recruitment of new staff to cater for shortage of labour in the council. About 34.3% have been in the council for a period above 10 years. This means this group has gained adequate experience to work in the council hence can offer quality services.

4.4 Management commitment and quality management

The information tabulated below indicates responses to questions on how top management commitment affects quality management.

Table 4.7: Management commitment

<table>
<thead>
<tr>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
<th>F</th>
<th>%</th>
<th>F</th>
<th>%</th>
<th>F</th>
<th>%</th>
<th>F</th>
<th>%</th>
<th>F</th>
<th>%</th>
<th>F</th>
<th>%</th>
<th>F</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>14</td>
<td>40.0</td>
<td>1</td>
<td>2.9</td>
<td>7</td>
<td>20.0</td>
<td>8</td>
<td>22.9</td>
<td>5</td>
<td>14.3</td>
<td>35</td>
<td>100</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Management organizes adequate on- | job training programmes         |
|    |   |   |   |    | 2 | 5.7 | 6 | 17.1 | 4 | 11.4 | 15| 42.9 | 8 | 22.9 | 35| 100 |
Administration fully supports me to | perform my duties               |
|    | 3 | 8.6 | 11| 31.4 | 5 | 14.3 | 13| 37.1 | 3 | 8.6 | 35| 100 |
My suggestions on improvement are not usually welcome by managers |
|    | 3 | 8.6 | 8 | 22.9 | 1 | 2.9 | 13| 37.1 | 10| 28.6 | 35| 100 |
I feel free to tell my boss what I think |
|    | 4 | 11.4| 13| 37.1 | 6 | 17.1 | 11| 31.4 | 1 | 2.9 | 35| 100 |
Feel that management does not value my contribution |

Source: Research data 2011

Key: SD-Strongly Disagree                      D-Disagree       U-uncertain     A-agree

SA-Strongly Agree
Data in the table indicates that 40% of staff strongly disagreed with the assertion that there are on-job training programmes. This may be due to the feeling that revenue collection and cleansing staff whose the majority in the council does not need training. Support and lower level management could form this group. However, 22.9% of the staff seems to agree that training programmes are organized. This may be a representation of the three levels of management.

The council staff that strongly believes that the administration fully supports them in performing their duties is 42.9% while 22.9% agree they are supported summing up to 65.8%. This implies that there is adequate support from the administration although 22.8% of the staff either disagree or strongly disagree. This may be staff members in the lower level of management and support staff who represent 31.4% of the population that disagreed that their suggestions on improvements are not received.

However, 37.1% agreed that their suggestions are received by the administration. There is understanding between staff members and their bosses since 37.1% agreed and 28.6% strongly agreed there is freedom of speech with their bosses. Contrarily 22.9% disagreed which is also significant. This could be the same group comprising 37.1% that feel that their contribution is not valued in the council. The findings concurs with Wahid and Corner (2009) who investigated the post-certification period in a large Malaysian service organization and found that the maintenance of ISO 9001:2000 depended on senior management among other factors. It also concurs with Adebanjo and Kehoe (1998) who studied TQM implementation in UK manufacturing organizations and identified one of the barriers as upper management.

4.5 Human resources level of training and quality management
The table below relates to responses on employees level of training in relation to quality management:
<table>
<thead>
<tr>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>F</td>
<td>%</td>
<td>F</td>
<td>%</td>
<td>F</td>
<td>%</td>
</tr>
<tr>
<td>Often attend seminars and conferences to better my skills</td>
<td>13</td>
<td>37.1</td>
<td>7</td>
<td>20.0</td>
<td>1</td>
</tr>
<tr>
<td>I am usually over-loaded in my daily duties</td>
<td>1</td>
<td>2.9</td>
<td>8</td>
<td>22.9</td>
<td>3</td>
</tr>
<tr>
<td>Employees to be trained are fairly selected</td>
<td>12</td>
<td>34.3</td>
<td>3</td>
<td>8.6</td>
<td>10</td>
</tr>
<tr>
<td>Fully understand my roles and responsibilities</td>
<td>4</td>
<td>11.4</td>
<td>3</td>
<td>8.6</td>
<td>1</td>
</tr>
<tr>
<td>Feel that I need more training to successfully offer quality services</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Comfortable while undertaking my current responsibilities</td>
<td>2</td>
<td>5.7</td>
<td>6</td>
<td>17.1</td>
<td>1</td>
</tr>
<tr>
<td>Moved to another department, would offer quality services</td>
<td>7</td>
<td>20.0</td>
<td>14</td>
<td>40.0</td>
<td>3</td>
</tr>
<tr>
<td>Employment opportunities are open to anyone</td>
<td>8</td>
<td>22.9</td>
<td>5</td>
<td>14.3</td>
<td>18</td>
</tr>
</tbody>
</table>

**Source: Research data 2011**

The information in the table indicates that about 57.1% of the total population does not agree that they attend seminars and conferences. This population is great since some of the seminars may not be very expensive for the council and this may deter better services.

From the population sampled, 65.7% agree that they are usually overloaded in their activities and yet they may not be attending seminars to better their skills. This is mostly the lower level cadre of council staff who actually interact with residents while offering services. From the table, 34.3% of the staff disagreed that those to be trained are fairly
selected while 45.7% agreed that they fully understand their roles in the council. This may be due to lower level staffs that keep on changing their roles owing to acute shortage of staff. About 62.9% of the sample agreed that they needed further training to better their skills. Despite lack of frequent training, 51.4% of the population agreed that they are comfortable in their duties and may be that is why 60% of the population preferred to remain in the current departments. The findings concur with Kifayah Amar (2002), Wahid and Comer (2009) suggested that lack of training of employees could impede implementation of quality in an organization

4.6 Quality teams and Quality management

The table below shows responses in relation to presence of quality teams:

Table 4.9: Quality teams

<table>
<thead>
<tr>
<th></th>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F</td>
<td>%</td>
<td>F</td>
<td>%</td>
<td>F</td>
<td>%</td>
</tr>
<tr>
<td>Quality teams are important towards quality services</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Easier for quality teams to interpret quality policies than individuals</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Prefer to work alone than in a team</td>
<td>18</td>
<td>51.4</td>
<td>12</td>
<td>34.3</td>
<td>1</td>
<td>2.9</td>
</tr>
<tr>
<td>Teamwork is wasting compared to individual work</td>
<td>19</td>
<td>54.3</td>
<td>12</td>
<td>34.3</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Source: Research data 2011

From the population sampled, all staff members of the council either agreed or strongly agreed that quality teams are important and assist them to interpret quality policies better. About 85.7% of this sample disagreed or strongly disagreed that individual is better than work teamwork whereas 88.6% either strongly disagreed or disagreed that teamwork is time wasting. Those who disagree on work teams probably are poor team players or may not like their weaknesses to be revealed while in a group especially the supervisors or
heads of departments. It is important to organize a seminar to educate all staff members on importance of quality teams that seemed to be widely accepted towards quality management. Wahid and Corner (2009) who investigated the post-certification period in a large Malaysian service organization found that teamwork influences quality management implementation.

4.7: Lack of resources and Quality management

Respondents were asked to give their feedback on about resources. The results are tabulated in the table below:

Table 4.10 (a): Lack of resources

<table>
<thead>
<tr>
<th></th>
<th>Never F</th>
<th>%</th>
<th>Rarely F</th>
<th>%</th>
<th>Occasionally F</th>
<th>%</th>
<th>Frequently F</th>
<th>%</th>
<th>Always F</th>
<th>%</th>
<th>Total F</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council has adequate resources for use by workers in performing their duties</td>
<td>3</td>
<td>8.6</td>
<td>5</td>
<td>14.3</td>
<td>15</td>
<td>42.9</td>
<td>4</td>
<td>11.4</td>
<td>8</td>
<td>22.9</td>
<td>35</td>
<td>100</td>
</tr>
<tr>
<td>Residents keep on complaining due to the council’s lack of equipment</td>
<td>2</td>
<td>5.7</td>
<td>10</td>
<td>28.6</td>
<td>16</td>
<td>45.7</td>
<td>3</td>
<td>8.6</td>
<td>4</td>
<td>11.4</td>
<td>35</td>
<td>100</td>
</tr>
<tr>
<td>My department is equipped with outdated/unserviced equipment</td>
<td>9</td>
<td>25.7</td>
<td>7</td>
<td>20.0</td>
<td>5</td>
<td>14.3</td>
<td>6</td>
<td>17.1</td>
<td>8</td>
<td>22.9</td>
<td>35</td>
<td>100</td>
</tr>
<tr>
<td>Staff members are charged for lost equipments under their care</td>
<td>3</td>
<td>8.6</td>
<td>2</td>
<td>5.7</td>
<td>6</td>
<td>17.1</td>
<td>1</td>
<td>2.9</td>
<td>23</td>
<td>65.7</td>
<td>35</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Research data 2011
From the table 42.9% of the sample believe that the council occasionally has adequate resources while 22.9% believe that the council always has resources for use by workers. About 45.7% of the sample believes that occasionally residents keep on complaining due to council’s lack of resources. This implies that the council needs to procure more resources on departmental basis. Out of the sampled population, 25.7% of the population believed that their departments are not equipped with out-dated resources while 22.9% assert that their departments are always equipped with out dated equipments. The section involved here could be the cleansing that faces a challenge in provision of brooms or wheelbarrows. In addition, no single individual could produce air mask to use while cleaning. The receipt books are an example of the outdated facilities since they are so manual and tedious to write especially in the bus park where speed is of great importance. Out of the sample 65.7% agreed that members are charged for lost items un their care.

Table 4.10 (b): Lack of resources

<table>
<thead>
<tr>
<th></th>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>My department does not receive supplies in time</td>
<td>7</td>
<td>20.0</td>
<td>13</td>
<td>37.1</td>
<td>4</td>
<td>11.4</td>
</tr>
<tr>
<td>Takes long procedure to pick materials/machines from the store/yard</td>
<td>8</td>
<td>22.9</td>
<td>18</td>
<td>51.4</td>
<td>3</td>
<td>8.6</td>
</tr>
<tr>
<td>If provided with better tools, I would offer quality services</td>
<td>2</td>
<td>5.7</td>
<td>0</td>
<td>0</td>
<td>13</td>
<td>37.1</td>
</tr>
</tbody>
</table>

Source: Research data 2011

Out of the sampled population, 37.1% disagree that their departments do not receive supplies in time while 25.7% of the population agree that their departments receive supplies while late. This could be the cleansing department that had complaints for lack of some resources. The population that disagreed that they take long procedures to pick materials from the store was 51.4%. This means efficiency on those in the store or motor yard. From the table, 57.1% of the population strongly agreed and 37.1% agreed that given better tools they could offer better services. The findings concur with those of Heras et al. (2008), who assessed the ISO 9001:2000 standard in the Spanish residential aged-care sector. Heras found out that one of the obstacles to successful ISO 9001:2000 certification is lack of resources.
Respondents were asked to state what should be done about resources were they gave the following responses:

Table 4.11: Resource improvement

<table>
<thead>
<tr>
<th>Resource improvement</th>
<th>Frequency</th>
<th>percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adequate working tools should be bought</td>
<td>15</td>
<td>50.0</td>
</tr>
<tr>
<td>Replace outdated equipment</td>
<td>7</td>
<td>23.3</td>
</tr>
<tr>
<td>Accessible</td>
<td>3</td>
<td>10.0</td>
</tr>
<tr>
<td>Feedback on resources should be acted upon immediately</td>
<td>3</td>
<td>10.0</td>
</tr>
<tr>
<td>Provide vehicles and lorries to repair roads</td>
<td>2</td>
<td>6.7</td>
</tr>
<tr>
<td>Fuelling/work tickets to be done in time</td>
<td>2</td>
<td>6.7</td>
</tr>
<tr>
<td>Need to buy clamps</td>
<td>2</td>
<td>6.7</td>
</tr>
<tr>
<td>Need to buy breakdowns</td>
<td>2</td>
<td>6.7</td>
</tr>
<tr>
<td>Administration police for Re-Enforcement</td>
<td>2</td>
<td>6.7</td>
</tr>
<tr>
<td>Reliability</td>
<td>2</td>
<td>6.7</td>
</tr>
<tr>
<td>Modern receipt machine should be bought</td>
<td>1</td>
<td>3.3</td>
</tr>
<tr>
<td>Proper monitoring</td>
<td>1</td>
<td>3.3</td>
</tr>
<tr>
<td>More personnel since staff seems overloaded</td>
<td>1</td>
<td>3.3</td>
</tr>
<tr>
<td>Better terms for employees</td>
<td>1</td>
<td>3.3</td>
</tr>
<tr>
<td>Staff motivation</td>
<td>1</td>
<td>3.3</td>
</tr>
<tr>
<td>Standby power generator</td>
<td>1</td>
<td>3.3</td>
</tr>
</tbody>
</table>

Source: Research data 2011

Out of those who responded to this question, 50% argued that adequate working tools should be bought while 23.3% of them advocated for replacement of out-dated equipment. This could be introduction of automated ticketing machines and stand-by generators. Those who proposed that clamps and breakdowns should be bought were 6.7% of the respondent. The same percentage advocated for administration police to be used for reinforcement. Though only 3.3% advocated for proper monitoring of resources, this should be done because resources may be bought and get lost or be used for private work at the expense of service to the public. About 6.7% of respondents thought that the council should procure a grader to repair roads under council area. Though about 3.3% of the sample proposed that there should be better terms for employees, the management should not ignore this.

4.8 Motivation for ISO certification and Quality management

Respondents were asked to give information concerning the source of motivation for ISO certification. The responses were as below:
Table 4.12 (a): Motivation for ISO Certification

| Source: | Research data 2011 |

<table>
<thead>
<tr>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>F</td>
<td>%</td>
<td>F</td>
<td>%</td>
<td>F</td>
<td>%</td>
</tr>
<tr>
<td>Council was under pressure to be ISO certified</td>
<td>0</td>
<td>0</td>
<td>6</td>
<td>17.1</td>
<td>16</td>
</tr>
<tr>
<td>Customers pushing quality services from the council</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>8.6</td>
<td>14</td>
</tr>
<tr>
<td>Administration of the council rushed for ISO certification</td>
<td>5</td>
<td>14.3</td>
<td>5</td>
<td>14.3</td>
<td>23</td>
</tr>
<tr>
<td>Administration of the council initiated ISO certification</td>
<td>3</td>
<td>8.6</td>
<td>0</td>
<td>0</td>
<td>22</td>
</tr>
<tr>
<td>Council is following other councils in the country</td>
<td>2</td>
<td>5.7</td>
<td>4</td>
<td>11.4</td>
<td>23</td>
</tr>
</tbody>
</table>

Out of the sampled population, 17.1% agreed and 20% strongly agreed that the council was under pressure to be ISO certified. Those who either agreed or strongly agreed that customers were pushing for quality services were 51.4% whereas 65.7% could not state whether the administration was pushing for ISO certification. It is evident that most employees do not seem to know whether the council was following other council for certification adding up to 65.7%. This implies that most employees are in the dark in relation to ISO certification. Such employees should not be expected to comply with ISO requirements. The findings concur with a study by Salegna and Fazel (2000) surveyed the obstacles faced by TQM and non-TQM organizations. The results showed three major obstacles facing TQM organizations. For non-TQM organizations, the obstacles include lack of motivation, insufficient time and lack of strategic planning for change. Heras et al.(2008), who assessed the ISO 9001:2000 standard in the Spanish residential aged-care sector, categorized the obstacles to successful ISO 9001:2000 certification into four groups one been lack of pressure for certification across the whole industry.
Respondents were asked to state what the management should do about ISO certification. The responses were as below:

Table 4.12 (b): ISO Improvement

<table>
<thead>
<tr>
<th>ISO improvement</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Train employees</td>
<td>17</td>
<td>58.6</td>
</tr>
<tr>
<td>Create awareness to all employees</td>
<td>12</td>
<td>41.4</td>
</tr>
<tr>
<td>Comply with ISO requirements</td>
<td>2</td>
<td>6.9</td>
</tr>
<tr>
<td>Provision of working tools/equipments</td>
<td>2</td>
<td>6.9</td>
</tr>
<tr>
<td>Should be no discrimination on training on ISO</td>
<td>2</td>
<td>6.9</td>
</tr>
<tr>
<td>Work as a team</td>
<td>2</td>
<td>6.9</td>
</tr>
<tr>
<td>Following ISO documentation</td>
<td>2</td>
<td>6.9</td>
</tr>
<tr>
<td>Enough time for training</td>
<td>1</td>
<td>3.4</td>
</tr>
<tr>
<td>Have Continuous assessment tests</td>
<td>1</td>
<td>3.4</td>
</tr>
<tr>
<td>Implement the procedures</td>
<td>1</td>
<td>3.4</td>
</tr>
<tr>
<td>Review the procedures regularly</td>
<td>1</td>
<td>3.4</td>
</tr>
<tr>
<td>Employees and stakeholders to be sensitized on ISO</td>
<td>1</td>
<td>3.4</td>
</tr>
<tr>
<td>Each employee to accomplish his/her target</td>
<td>1</td>
<td>3.4</td>
</tr>
<tr>
<td>More employees to be employed</td>
<td>1</td>
<td>3.4</td>
</tr>
<tr>
<td>Adherence to laid down procedures</td>
<td>1</td>
<td>3.4</td>
</tr>
<tr>
<td>Council Certification</td>
<td>1</td>
<td>3.4</td>
</tr>
<tr>
<td>Allocate funds for the same</td>
<td>1</td>
<td>3.4</td>
</tr>
<tr>
<td>Offer extension training</td>
<td>1</td>
<td>3.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>29</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data 2011

From the table above, 17 members agreed that employees should be trained on the importance of ISO certification whereas 12 members of staff saw the need for creation of awareness. Out of those who responded, two members saw the need for the council to comply with the requirements of ISO certification while one individual requested for allocation of funds for the exercise.
4.9: Quality management

Respondents were asked to give their opinions on their evaluation of quality management and responses were tabulated as below;

**Table 4.13: Quality Management**

<table>
<thead>
<tr>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F</td>
<td>%</td>
<td>F</td>
<td>%</td>
<td>F</td>
</tr>
<tr>
<td>Council services keep on improving</td>
<td>3</td>
<td>8.6</td>
<td>3</td>
<td>8.6</td>
<td>6</td>
</tr>
<tr>
<td>Customers attended to immediately on arrival</td>
<td>1</td>
<td>2.9</td>
<td>3</td>
<td>8.6</td>
<td>4</td>
</tr>
<tr>
<td>Employees keep on improving their skills through continuous training</td>
<td>9</td>
<td>25.7</td>
<td>3</td>
<td>8.6</td>
<td>6</td>
</tr>
<tr>
<td>Emergency cases like fire outbreaks within the council are responded to immediately</td>
<td>2</td>
<td>5.7</td>
<td>5</td>
<td>14.3</td>
<td>8</td>
</tr>
<tr>
<td>Council departments continuously improve their services</td>
<td>2</td>
<td>5.7</td>
<td>7</td>
<td>20.0</td>
<td>4</td>
</tr>
<tr>
<td>There is a customer care desk that is functional</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>8.6</td>
<td>1</td>
</tr>
</tbody>
</table>

Source: Research data 2011

Key: SD-Strongly Disagree D-Disagree U-uncertain A-agree SA-Strongly Agree
Out of the sampled population 51.4% agreed and 14.3% strongly agreed that council services keep on improving. This could be associated with the positive attitude that employees have since topping in the country ranking on best-performed council in the year 2009. The population that agreed that customers are attended to on arrival or when they call was 60% while 42.9% agreed that employees keep on improving their skills through continuous training. Since 42.9% of the sample agreed that emergencies are taken care of immediately, this could be an indicator of quality management. In addition, 48.6% of the sample agreed that council departments improve their services. About 57.1% strongly agreed and 31.4% agreed that there exists a functional customer desk.

4.10 Correlation analysis

The table below shows the R-values of predictions between quality management implementation and top management commitment, staff level of training, presence of quality teams, motivation for ISO certification and resources.

Table 4.14: Model Summary

Source: Research data 2011

<table>
<thead>
<tr>
<th>Model Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>1</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Top management commitment, Staff level of training, Presence of quality teams, Motivation for ISO certification, Resources

The model summary gives the R-values for assessing the overall fit of the model. R-value represents the correlation between the observe values and predicted values of the quality management implementation. The adjusted R square value in this case is 0.523. This means that top management commitment, staff level of training, presence of quality teams, motivation for ISO certification and resources account for 52.3% (0.523) of success of quality management implementation.
Table 4.15: Coefficients

The table below shows the regression coefficients between quality management implementation and top management commitment, staff level of training, presence of quality teams, motivation for ISO certification and resources.

<table>
<thead>
<tr>
<th>Model</th>
<th>Coefficientsa</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>Std. Error</th>
<th>Beta</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>.223</td>
<td>.833</td>
<td></td>
<td>.264</td>
<td>.794</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Top management commitment</td>
<td>.476</td>
<td>.159</td>
<td>.546</td>
<td>2.987</td>
<td>.006</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Staff level of training</td>
<td>.095</td>
<td>.178</td>
<td>.126</td>
<td>.493</td>
<td>.626</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Presence of quality teams</td>
<td>.214</td>
<td>.198</td>
<td>.159</td>
<td>1.086</td>
<td>.287</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Motivation for ISO certification</td>
<td>.389</td>
<td>.257</td>
<td>.385</td>
<td>1.514</td>
<td>.141</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Resources</td>
<td>.308</td>
<td>.274</td>
<td>.182</td>
<td>2.143</td>
<td>.715</td>
<td></td>
</tr>
</tbody>
</table>

6a. Dependent Variable: QMS implementation level

Source: Research data 2011

The table gives the regression coefficients. These coefficients can be used to construct an ordinary least squares equation:

Implementation of quality management = 0.223 + (0.476) (Top management commitment) + (0.095) Staff training + (0.214) (Presence of quality teams) + (0.389) (Motivation for ISO certification) + (0.308) (Resources)

The table below shows bivariate correlation test for the dependent variable and the independent variables.
<table>
<thead>
<tr>
<th>QMS implementation level</th>
<th>Pearson Correlation</th>
<th>Top management commitment</th>
<th>Staff level of training</th>
<th>Presence of quality teams</th>
<th>Motivation for ISO certification</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td>.602**</td>
<td>.461**</td>
<td>.346*</td>
<td>.515**</td>
<td>.499**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.005</td>
<td>.042</td>
<td>.002</td>
<td>.002</td>
<td>.002</td>
</tr>
<tr>
<td>N</td>
<td>35</td>
<td>35</td>
<td>35</td>
<td>35</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.602**</td>
<td>1</td>
<td>.681**</td>
<td>.077</td>
<td>.257</td>
<td>.397*</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.662</td>
<td>.136</td>
<td>.018</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>35</td>
<td>35</td>
<td>35</td>
<td>35</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.461**</td>
<td>.681**</td>
<td>1</td>
<td>.159</td>
<td>.327</td>
<td>.387*</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.005</td>
<td>.000</td>
<td>.362</td>
<td>.055</td>
<td>.021</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>35</td>
<td>35</td>
<td>35</td>
<td>35</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.346*</td>
<td>.077</td>
<td>.159</td>
<td>1</td>
<td>.480**</td>
<td>.383*</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.042</td>
<td>.662</td>
<td>.362</td>
<td>.003</td>
<td>.023</td>
<td></td>
</tr>
<tr>
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<td>35</td>
<td>35</td>
<td>35</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.515**</td>
<td>.257</td>
<td>.327</td>
<td>.480**</td>
<td>1</td>
<td>.842**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.002</td>
<td>.136</td>
<td>.055</td>
<td>.003</td>
<td>.000</td>
<td></td>
</tr>
<tr>
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<td>35</td>
<td>35</td>
<td>35</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.499**</td>
<td>.397*</td>
<td>.387*</td>
<td>.383*</td>
<td>.842**</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.002</td>
<td>.018</td>
<td>.021</td>
<td>.023</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
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<td>35</td>
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</tbody>
</table>

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

*: Correlation is significant at the 0.05 level (2-tailed).
From the output, correlation coefficient between quality implementation level and top management commitment is 0.602. This shows there is a positive correlation between top management commitment and quality management implementation.

The correlation coefficient between quality implementation level and level of staff training is 0.461. This shows there is a positive correlation between level of staff training and quality management implementation.

The correlation coefficient between quality implementation level and presence of quality teams is 0.346. This shows there is a positive correlation between level of staff training and quality management implementation.

The correlation coefficient between motivation for ISO certification and quality implementation is 0.515. This shows there is a positive correlation between motivation for ISO certification and quality management implementation.

The correlation coefficient between quality implementation level and resources is 0.499. This shows that there is a positive correlation between resources and quality management implementation.
CHAPTER FIVE
CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
The chapter presents a summary conclusion, recommendation and suggestions for the study.

5.2 Summary
The purpose of the study was to investigate barriers to effective implementation of quality management in local authorities in Kenya; a case of Kangundo Town Council. Five objectives were formulated to guide the study. The objectives of the were to determine whether top management commitment, level of human resources training, presence of quality teams, motivation for ISO certification and resources influences implementation of quality management. The study adopted a descriptive study design. The target population was all the 41 employees of the council. A census survey was conducted. Data was collected using questionnaires.

5.2.1 Top management commitment
The first objective of the study was to determine whether top quality management affects implementation of quality management. Analysis and interpretation of data on this objective revealed that top management commitment influences quality management implementation. The correlation coefficient ($r^2 = 0.602$) indicates that the two variables are correlated.

5.2.2 Level of human resources training
Level of human resources training was the next objective of the study. After data analysis and interpretation, human resources were found to be positively correlated to implementation of quality management since correlation coefficient ($r^2 = 0.461$) indicates that there is a significant relationship between implementation and level of staff training.

5.2.3 Presence quality teams
The third objective under investigation was whether quality teams influences implementation of quality management. The correlation coefficient between quality implementation level and presence of quality teams is 0.346, and P-value for two -tailed test of significance is 0.042. This shows there is a weak positive correlation between and level of staff training and quality management implementation. However, out of the sample
100% members agreed or strongly agreed that quality teams are important towards quality implementation.

5.2.4 Motivation for ISO certification
The fourth objective of the study was to determine whether motivation for ISO certification influences implementation of quality management. The correlation coefficient between motivation for ISO certification and quality implementation is 0.515. This shows there is a positive correlation between motivation for ISO certification and quality management implementation.

5.2.5 Resources
The fifth objective of the study was to determine whether lack of resources affects implementation of quality management. The correlation coefficient between quality implementation level and resources is 0.499. This shows that there is a positive correlation between resources and quality management implementation.

5.3 Conclusion
Based on the research findings and earlier researches, top management commitment is very critical for implementation of quality management. From the data collected, 37.1% of contributions sample agree and 11.4% strongly agree that management values their contribution. This may indicate that management in Kangundo Town Council is not fully committed to quality management as expected. Training of human resources is important towards quality management. Most employees in the council (57.1%) suggested that they do not attend seminars or conferences to better their skills. This may indicate that some individual’s job descriptions are not matched to modern skills. In addition, quality teams are vital to quality management implementation as 100% of the sample claimed. Most employees in Kangundo Town Council prefer quality teams to be initiated or strengthened were they exist. The source of motivation for certification influences implementation of quality management. If the management initiates the process, it is easy for it to succeed. However, in Kangundo town council, 65.7% of the sample was uncertain whether the management initiated the process. Resources influence work performance. However, 42.9% of the sample in Kangundo Town Council asserted that the council occasionally has resources for use by workers. Generally, there is quality management in Kangundo Town Council although the standard of the services can be improved further. However, this study may not have revealed other factors that may affect implementation of quality management.
5.4 Recommendations
Based on the research findings, the following recommendations were made:

5.4.1 Recommendations for practise
i) The management should be fully committed towards improvement of services.
ii) There should be continuous training to all staff members including support staff on
    the importance of quality services and how to achieve them.
iii) The management should be self-motivated towards ISO certification in all
    organisations.
iv) Staff promotions should be based on continuous service improvement but not on
    duration of an individual spends in an organisation.
v) Resources should be modernised by replacing those that are out-dated.

5.4.2 Recommendation for further research
Based on the findings, the following suggestions for further study were made:
   i) Staff attitude and perceptions of quality management
   ii) Staff remuneration and impact on quality management implementation.
REFERENCES


Dear Sir /Madam,

RE: BARRIERS TO QUALITY MANAGEMENT RESEARCH
I am a master of Business Administration student in the school of Business at Kenyatta University carrying out a research titled barriers to effective implementation of quality management in local authorities in Kenya, a case of Kangundo Town Council.

Kindly assist by responding to the questions availed with utmost honesty. The responses will be used purely for academic matters and shall be treated with absolute confidentiality.

Thank you in advance.

Yours faithfully,

STEPHEN NZUKI
The Town Clerk
Kangundo Town Council
P.o Box
Kangundo

Dear Sir /Madam,

RE: BARRIERS TO QUALITY MANAGEMENT RESEARCH
I am a master of Business Administration student in the school of Business at Kenyatta University carrying out a research titled barriers to effective implementation of quality management in local authorities in Kenya, a case of Kangundo Town Council.

Kindly allow me to collect data using questionnaires. The data will be used purely for academic matters and shall be treated with absolute confidentiality. A copy of my findings shall be presented to you upon completion.

Thank you in advance.

Yours faithfully,

STEPHEN NZUKI
APPENDIX 3: QUESTIONNAIRE

General background information of respondent

Please tick appropriately and write your responses as required.

1. Your Gender: [ ] Male [ ] Female

2. Your highest level of formal education:
   [ ] None [ ] Primary [ ] Secondary [ ] Certificate
   [ ] Diploma [ ] Degree [ ] Masters

3. Name of your department..............................................

4. What is your current position at work?
   [ ] Top management (e.g. town clerk, Administrator)
   [ ] Middle level- management level (e.g. Town Treasurer, Town Engineer)
   [ ] Lower level management (e.g. supervisor)
   [ ] Support staff (e.g. cleaners, driver)

5. For how long have you been in the current station
   [ ] 1-5 Years [ ] 6-9 Years [ ] Above 10 Years

Reflect on the following aspects as it relates to Quality management system in Kangundo Town Council. Use a tick (✓) to indicate your level of agreement as it relates to the statements below:

I) Management commitment and Quality management

1. The management usually organises adequate on-job training programs for employees in council
   Strongly Agree [ ] Agree [ ] Uncertain [ ] Disagree [ ] strongly disagree [ ]

2. The administration fully supports me to perform my duties
   Strongly Agree [ ] Agree [ ] Uncertain [ ] Disagree [ ] strongly disagree [ ]

3. My suggestions on improvement of work place are not usually welcome by the managers
   Strongly Agree [ ] Agree [ ] Uncertain [ ] Disagree [ ] strongly disagree [ ]
4. I feel free to tell my boss what I think
Strongly Agree [ ]  Agree [ ] Uncertain [ ]  Disagree [ ]  strongly disagree [ ]

5. I feel that the management does not value my contribution in the organisations
Strongly Agree [ ]  Agree [ ] Uncertain [ ]  Disagree [ ]  strongly disagree [ ]

II) Human resources and quality management

1. I often attend seminars and conferences to better my skills and knowledge.
Strongly Agree [ ]  Agree [ ] Uncertain [ ]  Disagree [ ]  strongly disagree [ ]

2. I am usually over-loaded in my daily duties
Strongly Agree [ ]  Agree [ ] Uncertain [ ]  Disagree [ ]  strongly disagree [ ]

3. Employees to be trained are fairly selected
Strongly Agree [ ]  Agree [ ] Uncertain [ ]  Disagree [ ]  strongly disagree [ ]

4. I fully understand my roles and responsibilities in the institution towards quality services
Strongly Agree [ ]  Agree [ ] Uncertain [ ]  Disagree [ ]  strongly disagree [ ]

5. I feel that I need more training so to successfully offer quality services;
Strongly Agree [ ]  Agree [ ] Uncertain [ ]  Disagree [ ]  strongly disagree [ ]

6. I am comfortable while undertaking my current responsibilities
Strongly Agree [ ]  Agree [ ] Uncertain [ ]  Disagree [ ]  strongly disagree [ ]

7. If moved to a different department, I would offer quality services than I do in the current position.
Strongly Agree [ ]  Agree [ ] Uncertain [ ]  Disagree [ ]  strongly disagree [ ]

8. Employment opportunities are open to anyone; there is neither corruption nor nepotism
Strongly Agree [ ]  Agree [ ] Uncertain [ ]  Disagree [ ]  strongly disagree [ ]
III) Quality Teams and quality management

1. I believe quality teams are important towards quality services
   Strongly Agree [ ]  Agree [ ]  Uncertain [ ]  Disagree [ ]  strongly disagree [ ]

2. It is easier for quality teams to interpret quality policies than an individual of the team is.
   Strongly Agree [ ]  Agree [ ]  Uncertain [ ]  Disagree [ ]  strongly disagree [ ]

3. I prefer to work alone than in a team
   Strongly Agree [ ]  Agree [ ]  Uncertain [ ]  Disagree [ ]  strongly disagree [ ]

4. Teamwork is time wasting compared to individual work.
   Strongly Agree [ ]  Agree [ ]  Uncertain [ ]  Disagree [ ]  strongly disagree [ ]

IV) Lack of resources and quality management

1. The council has adequate resources for use by workers in performing their duties.
   Always [ ]  Frequently [ ]  Occasionally [ ]  Rarely [ ]  Never [ ]

2. Residents keep on complaining due to the council’s lack of equipments
   Always [ ]  Frequently [ ]  Occasionally [ ]  Rarely [ ]  Never [ ]

3. My department is equipped with out- dated/un-serviced equipments
   Always [ ]  Frequently [ ]  Occasionally [ ]  Rarely [ ]  Never [ ]

4. My department does not receive supplies in time (e.g. petrol, ticket books)
   Strongly Agree [ ]  Agree [ ]  Uncertain [ ]  Disagree [ ]  strongly disagree [ ]

5. I use councils lorry to ferry building materials in my construction work
   Always [ ]  Frequently [ ]  Occasionally [ ]  Rarely [ ]  Never [ ]

6. It takes a long procedure to pick materials/machines from the store/yard
   Strongly Agree [ ]  Agree [ ]  Uncertain [ ]  Disagree [ ]  strongly disagree [ ]

7. If provided with better tools, I would offer quality services
   Strongly Agree [ ]  Agree [ ]  Uncertain [ ]  Disagree [ ]  strongly disagree [ ]

8. Staff members are charged for lost equipments under their care
   Always [ ]  Frequently [ ]  Occasionally [ ]  Rarely [ ]  Never [ ]
9. What do you think should be done about resources so that you perform duties better?

i) 

ii) 

V) Motivation for ISO certification and Quality management

1. The council was under pressure to be ISO certified from the ministry of local government

Strongly Agree [ ] Agree [ ] Uncertain [ ] Disagree [ ] strongly disagree [ ]

2. Customers were pushing for quality services from the council

Strongly Agree [ ] Agree [ ] Uncertain [ ] Disagree [ ] strongly disagree [ ]

3. The administration of the council rushed for ISO certification to please the public

Strongly Agree [ ] Agree [ ] Uncertain [ ] Disagree [ ] strongly disagree [ ]

4. The administration of the council initiated ISO certification of the council

Strongly Agree [ ] Agree [ ] Uncertain [ ] Disagree [ ] strongly disagree [ ]

5. The council was/is following other councils in the country while seeking certification.

Strongly Agree [ ] Agree [ ] Uncertain [ ] Disagree [ ] strongly disagree [ ]

6. What do you think should have been done to ensure that the ISO certification will yield expected results

i) 

ii) 

VI) Quality management

1) The council services keep on improving each time

Strongly Agree [ ] Agree [ ] Uncertain [ ] Disagree [ ] strongly disagree [ ]

2) Customers are attended to immediately on arrival at the council or when they call

Strongly Agree [ ] Agree [ ] Uncertain [ ] Disagree [ ] strongly disagree [ ]

3) Employees keep on improving their skills through continuous training

Strongly Agree [ ] Agree [ ] Uncertain [ ] Disagree [ ] strongly disagree [ ]
4) Emergency cases like fire outbreaks accidents within the council are responded to immediately by the council

Strongly Agree [ ]  Agree [ ]  Uncertain [ ]  Disagree [ ]  strongly disagree [ ]

5) The council departments continuously improve their services

Strongly Agree [ ]  Agree [ ]  Uncertain [ ]  Disagree [ ]  strongly disagree [ ]

6) There is a customer care desk that is functional

Strongly Agree [ ]  Agree [ ]  Uncertain [ ]  Disagree [ ]  strongly disagree [ ]
## APPENDIX 4: BUDGET

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<thead>
<tr>
<th>ACTIVITY</th>
<th>ESTIMATED COST</th>
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<tr>
<td>1. Proposal writing</td>
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<td></td>
</tr>
<tr>
<td>Library</td>
<td>1,000</td>
<td></td>
</tr>
<tr>
<td>Transport</td>
<td>3,000</td>
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<td>2. Piloting</td>
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<td>Questionnaires</td>
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<tr>
<td>3. Data Collection</td>
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<td>4. Data analysis and Report writing</td>
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<td>Stationery, copies and binding</td>
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<td>5. Project</td>
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<td></td>
</tr>
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<td></td>
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APPENDIX 5: WORK PLAN

The section gives a work schedule within the given time.

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<th>ACTIVITY</th>
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<td>Choosing the topic</td>
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<tr>
<td>May – July 2010</td>
<td>3 Months</td>
<td>Proposal writing</td>
</tr>
<tr>
<td>July 2011</td>
<td>1 Day</td>
<td>Proposal presentation</td>
</tr>
<tr>
<td>July 2011</td>
<td>1 Day</td>
<td>Piloting</td>
</tr>
<tr>
<td>August 2011</td>
<td>1 Week</td>
<td>Data collection</td>
</tr>
<tr>
<td>August 2011</td>
<td>2 Weeks</td>
<td>Data analysis</td>
</tr>
<tr>
<td>September- November 2011</td>
<td>2 Months</td>
<td>Final report writing, binding and handing in of a project</td>
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