

**EFFECT OF TOTAL QUALITY MANAGEMENT PRACTICES ON
PERFORMANCE OF PARASTATALS IN KENYA: A CASE OF TANA AND
ATHI RIVER DEVELOPMENT AUTHORITY**

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DECLARATION

Declaration by student

This project is my original work and has not been presented for a degree in any other University.

Sign _____ Date _____

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Declaration by supervisor

I confirm that the work in this project was done by the candidate under my supervision.

Sign _____ Date _____

Shadrack Bett

For and on behalf of Kenyatta University

Business administration department

DEDICATION

This work is dedicated to my father Josiah Owande & mother Florence Owande, who have provided both financial, moral support and prayers to see me through this process.

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I wish to acknowledge the individuals and institutions that made this study possible by providing intellectual, material, and moral assistance. I am greatly grateful to my supervisor, Mr. Shadrack Bett. I thank you for sacrificing your busy schedule to read my drafts, your useful comments, and guidance, which were vital in working towards completing this task.

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OPERATIONAL DEFINITION OF TERMS

Organizational performance	The tangible output of the organizations calculated against its projected productivity or goals and objectives.
Total Quality Management	Planned approach to organizational performance that seeks to ensure that all stakeholders are involved in organizations processes.
Performance	The ability of an organisation to achieve its goals and objectives
Parastatals	An organisation partly owned by the government
Management Practices	Strategies put in place by organisations and implemented by the top leadership to ensure they achieve their objectives
Continuous Improvement	Is a long-term approach to work that methodically plans to accomplish small, incremental changes in processes in order to improve effectiveness and value in an organization.
Stakeholder Management	Is the procedure by which an institution involves people affected by its activities is to ensure they are part of the decision making process.
Employee Empowerment	Process of ensuring that workers gain insight and skills on what is expected of them by the organization as they carry out their activities.
ISO	International acceptable stands that organizations plan to attain, they lead to improved organization performance

by allowing the organizations to focus on quality of their products and services. They protect the consumers by ensuring that organizations do not harm their customers.

ABSTRACT

Total Quality Management is a new management paradigm that can be adopted in all types of organizations. In recent years, many organizations have demonstrated that significant improvements in business can be achieved through Total Quality Management (TQM). Several research works have been done on specific elements of TQM and on the implementation of these concepts in organizations. However, the author found that no study had been done on the effects of TQM practices on performance of Tana and Athi Rivers Development Authority (TARDA). This is despite the organisation experiencing challenges such as inability to meet the needs of customers and lack of employee satisfaction seen by lack of staff motivation. The objectives were to find out the effects of customer management on the performance of TARDA. To examine how the continuous improvement of systems affect the performance of TARDA, to establish the relationship between employee empowerment and the performance of TARDA, to establish the extent to which adherence to quality standards affect the performance of TARDA. The variables of the study included customer involvement, continuous improvement, adherence to quality standards and employee empowerment. The study was anchored on Deming, Stakeholder and organisational theories. This study has brought to light the major factors that affect the performance of TARDA. The study used both primary and secondary data. The primary data was analyzed using SPSS. The findings were that there is a significant relationship between performance and customer management when variables such as quality of customer service, project ownership, and customer management rated $R=0.895$ to show a correlation between the variables and poor performance. The conclusion is that TQM affects performance of organisations. The recommendation is that organisations

should invest in ensuring they practice TQM to improve performance. The study also suggests further research on how tools used to promote implementation of TQM such as ISO are being implemented in organisations.

CHAPTER ONE: INTRODUCTION

1.1. Background of the study

1.1.1. Performance

Organizations performance has improved globally due to advanced technology, management skills, and customer awareness. The terms 'performance' and 'effectiveness' are used interchangeably because problems associated to their meaning, dimension, and explanation are practically identical (March & Sutton 1997). Organizational performance is a primary construct in strategic management. CI of performance is the objective of much organization because only through performance, organizations are able to gain competitive edge in their respective industries (Gavrea, 2011). Improved organization performance links to the organizations ability to achieve its set goals and the mission of the organization.

Organizational performance consists of the tangible output or results of the company as measured against its intended outputs or goals and objectives. Organizations performance is associated with suitable leadership that propels workers to achieve organizations mission, human resource management, which should cater for the needs of workers, and customer satisfaction, which is the ability to meet the needs of the clients (Delaney, 1996). Organizations have an significant role in people's daily lives and therefore, successful organizations represent a key component for a nation's development (Lebans & Euske 2006). Thus, many economists believe that institutions are the engines that determine the economic, social and political progress of countries.

According to a survey carried out by (USAID, 2003), it is across the world thought that parastatals have performed badly. This is in agreement with a report of the Auditor General-Corporations'

(AG-C) on the financial records of various state corporations in Kenya make depressing reading, Out of every 100 reports from the parastatals audited by the AG-C, only seven managed a clean bill of health and proved to be well managed institutions.

The major issues affecting the parastatals include Politicization and poor corporate governance, poor performance by public servants, corruption, an overlap of mandates of different parastatals and lack of improved systems lack of stakeholder's participation (Lebans & Euske 2006). In order to address these shortcomings, performance management had to be adopted in both private institutions and parastatals as a correctional tool to bring about the desired changes these has led to many organizations in Kenya striving towards ISO certification.

The authors (Lebans & Euske, 2006) states that performance management is a dynamic topic with different elements, it entails judgment and understanding. It can be illustrated by by means of a causal model that shows how current deeds may affect future results. Performance may be understood in a different way depending on the elements used to measure it, for example, (Powell, 1995; Choi & Eboch) and others have measured customer satisfaction by use of performance benefits accrued from QM practices. Erstwhile scholars have determined the measurements of performance based on the effect of Continuous Improvement on the performance of the organization (Bessant & Caffyn, 2012), while (Delaney & Huselid, 2009) focused on effects of employee empowerment on performance.

1.1.2. Total Quality Management (TQM) practice

Globalization has led to increased competition, as customers demand for the best services and products as they have alternatives. In order to remain competitive, organizations are investing in best practices in the industry. TQM is one of the concepts that have been adopted by top ranking

companies globally (Zu, 2009; Kaynak, 2003); other best practices in the industries are benchmarking and structure re-engineering. An extensive research revealed that TQM is applicable in both small and large organizations. It is also applicable in all industries ranging from fashion, retail, food production and any form of service delivery (Dean & Bowen, 1994). TQM practice improves customer satisfaction, it also leads to a motivated workforce and reduced production costs due to minimal defects in the production process. It also leads to improved financial management and enhanced competitiveness of a company. Organization should invest in TQM as it improves production of goods and services leading to improved performance.

TQM starts from the input that organizations uses in its processes, this includes skilled workforce, quality work materials and improved technology. All this is achieved through quality management. The results into quality output (Flynn, Schroeder, & Sakakibara, 1994). The pioneers in TQM, such as Deming, Juran, Cosby and Feigen Baum, painted the significance of the quality values as an indispensable competitive weapon for the revolution of an organization.

1.1.3. Customer involvement

In organisations, the elements that form TQM are customer involvement, which is the concept where the organisation actively involves the customers in their decision making process such as planning on activities that will affect the clients. The best way that an organisation can meet the needs if the people is when they are actively engaged in making decisions on matters that affect them (Flynn, Schroeder, & Sakakibara, 1994). Thus customer involvement is a vital element of TQM. Meeting the needs of all the stakeholder may be a challenging task for organizations. This is considering the fact that all stakeholders have various needs. It may be challenging the organizations to also understand the needs of some stakeholders taking into consideration the different personalities, in that as some stakeholders may willingly fully express their expectations of

the organization, others may shy of (Robert, 2004). Organizations should invest in strategies aimed at capturing the views of all its stakeholders; this includes allowing them to elect their representatives to voice their opinions (Ahire, 1996). The representatives should be people with the interest of the stakeholders be it from the community, staff or partners.

Many at times, managers sit in the boardroom and brainstorm on the needs of the employees and other stakeholders of the company. They practice top down communication strategy, which in most cases does not go well in the project implementation process especially in case where the organization needs to implement change (Robert, 2004). To eliminate these challenges, the organizations should encourage bottom up communication where the stakeholders come up with decisions and the managers evaluate how they can align them to the organizations systems and strategies.

According to a study done by (Robert, 2004), it is important for a company to understand the needs of its clients. This way they will be able to meet the expectations through plans geared towards meeting the specific needs of their consumers. They are also at a position to involve the stakeholders in quality improvement. According to Prajogo & Sohal, (2003) all the people who interact with organizations such as the suppliers, clients, partners or workers are directly or indirectly affected by the decisions of the managers. Habitual stakeholder engagement helps the organization come up with ideas that will benefit all those affected (Black & Porter, 1996).

Various stakeholders of organization include-Employees, customers, suppliers, communities, Non-governmental organizations, governments, shareholders

1.1.4. Continuous improvement

The second element of TQM is Continuous improvement which is the strive by organizations to make its processes better. This practice originates from the ancient times where businesspersons

and artisans came up with tools to make their work easier, faster and more efficient. To maintain competitive edge organizations should invest in scanning the environment to see the best ways to ensure customer satisfaction (Bessant & Caffyn 2012). One such way is to improve the capacity of employees to identify and solve problems. Employees should be motivated to ensure that they appreciate the need for innovation. This will not only motivate the employees to increased levels of creativity, but it will also ensure increased productivity in the organization. The organizational culture needs to be modernized on a continuous basis to encourage employee feedback (Zu, 2009; Kaynak, 2003 & Deming, 1986). Employees are full of valuable knowledge- embrace it, Listen to those executing the processes that keep your business moving daily. If employees have an idea on how to improve operations, they need to know management respects their ideas or they will not share.

Processes play important role in TQM, it is what leads to quality, in that if the process of an organization are not aligned to the vision then the quality of the output will likely be compromise (Ahire, 1996). ISO 9001 plays a key role in ensuring that organizations put in place processes that lead to overall good quality of their output. For example, it ensures that an organization has the management tools needed to improve quality management such as the use of a strategic plan. It also ensures that organizations operate based on process bur not event. According to (Bessant & Caffyn 2012) continuous improvement ensures that organizations set small goals that they achieve towards the general performance of the organization. It also ensures that structures are in place to ensure constant improvement of products and services.

While engaging in a process the organization takes into consideration steps such as stakeholder involvement. This is a core aspect of CI, in the stakeholders identify the areas they need to be improved and engage in the process of implementing the ideas (Bessant & Caffyn 2012), this

means that the overall judge of quality in an organization is the consumer as they are the end users. Involving them in the process is the only way that organizations can attain the required expectations that lead to consumer satisfaction and an improved quality. According to (Ahire, 1996) there are tools used to measure CI such as cycle time which indicates the time it takes to implement an idea that is proposed by stakeholders. To engage in CI process an organization has to put in place procedures that identifies defects at all the stages of production or service delivery. They should find the source of the defects and correct them as they happen rather than wait until it compiles.

1.1.4. Quality Standards

The third element of TQM is quality standards, the only way that an organisation can satisfy the need of its clients and employees is by ensuring what services and products they provide are of quality and without defects when it comes to meeting the needs of the customers. Organizations that adopt a quality management strategy focus on achieving and sustaining high-quality outputs using management practices as the inputs and quality performance as the outputs (Flynn, Schroeder, & Sakakibara, 1994). The pioneers in TQM, such as Deming, Juran, Crosby and Feigenbaum, highlighted the importance of the quality philosophy as an essential competitive weapon for the transformation of an organization. An organizational commitment to quality is the driving principle behind CI. A CI-focused business is committed to providing quality products or services in a timely, cost-effective way. In addition, it sees improvement as an ongoing process and not a result. In such an organization, problems and mistakes are not punished but embraced and used as opportunities for improvement.

ISO-9000 enable organizations to achieve internal recognition, As a company that is dedicated to superiority of its processes and in particular groups in the industry that has achieved constancy and reliability in its goods and services ISO-9000 enables a company the sell-internal established products or service in the export market. It eliminates on-site examination of the products in such export markets. Many companies and clients tend to reduce the time of such examination when the company is ISO-9000 certified. This tends to save time and other custom measures in the recording of products arriving from diverse countries since you get an instant endorsement of quality once stamped as attaining ISO. It helps a company to discover their insufficiencies in various production processes that are wasteful those that encourages rework among others. This certification, therefore, improves the communication of the company itself and makes management become aware of products and services quality problems. The ISO-9000 enables firms giving competitive advantage in the Market. This is because its goals are to control quality cost, increase productivity and sales reduce wastes of the market.

The ISO-9000 is a powerful sales tool for any organization. It helps firms have their names published in an International directory of companies that are concerned and made quality requirements. This makes it a powerful sales tool for advertising company products writing promotional literature and using it in company stationary and other company law. It provides a framework that enables the time to assess where they are would like to be in the future. This is to say that the ISO system assists improve planning activities of the organization on issues of quality. It directs firms to documents what they do and makes them do as documented. This is to say that promotes awareness and continuous improvement.

1.1.5. Employee Empowerment

The fourth element of TQM is employee empowerment. Workers in an organisation play a crucial role in ensuring it achieves its objectives. Employee empowerment has been defined in a lot of ways but generally means the tradition of allowing employees to have input and be in charge of over their job, and the aptitude to openly share suggestions and information concerning their work and the business as a in entirety Empowered workers are devoted, faithful and hard-working.(Gul, Rafiq & Haae 2012). However, it is also one of the significant and rewarding performances of managers if done rightly, thus making it a vital element and concept in achieving TQM. It allows them to appreciate the nature of the organization such as understanding the organizations target market, the target demands of the stakeholders and the available players. The studies also established that well-defined standards of operation and policies empower the workers and enable them to achieve their set goals. The competencies can be enhanced by allowing the employees the opportunity to develop as individuals and to enhance their careers though in office training and organizing for external training on skills relevant for their effective performances.

Another study in line with these findings on TQM is that of (Nevada, 2009), it established that other employee management strategies are cross training where by employees trained on divers' skills on matters in the organization. This allows them the chance to grow and acquires divers' skills that are vital for innovative skill development. It also reduces the level of stagnation and boredom in the organization and thus leading to reduced employee turnover rates. It also ensures that the employees look at their jobs from different angles leading to improved performance and the willingness to learn and embrace change, as they understand why it is important. Other ways of employee empowerment are mentoring of workers. This is where the employees get seniors

who are already experts in the field. They then learn from working closely with the mentors. This leads to production of well-trained, skilled and rounded staff (Nevada, 2009).

The objective of a performance management system is to document the expectations of individual and organizational performance, provide a meaningful process by which employees can be rewarded for noteworthy contributions to the organization, and provide a mechanism to improve individual or organizational performance as necessary.

To accomplish these objectives, (Frymier, 1996) explains that supervisors and managers need to identify organizational goals to be accomplished, communicate individual and organizational goals to employees that support the overall strategic mission, monitor and evaluate employee performance, and use performance as a basis for appropriate personnel actions, including rewarding outstanding performance and taking action to improve less than successful performance.

1.1.6. Tana and Athi River Development Authority

The Government of Kenya, in recognizing the regional disparities in the country, and the uniqueness of various regions, created Regional Development Authorities (RDA's). These RDA's were established based on river basins and large water masses to reverse disparities in the development of different regions by complementing the work of line ministries through planning, developing and implementing multi-sectoral and coordinated development programs and projects. In this context, six RDA's were established: Kerio Valley Development Authority, Lake Basin Development Authority, Ewaso Nyiro North Development Authority, Ewaso Nyiro South Regional Authority, Tana and Athi Rivers Development Authority and Coast Development Authority (TARDA, 2013). The regional development authorities are under the Ministry of

Regional Development Authorities (MORDA), which is the link between the authorities and the government of Kenya.

MORDA was established in 2003 to give policy regulation, enhance capacity building, management oversight and support to RDA's. The constitution obliges stakeholders' participation in decision-making and development initiatives. TARDA has several projects and programs in the region (TARDA, 2013). However, the scale of management of the stakeholders' in the processes by a performance proportionate with prospect and the volume of investment made in the institutions. Despite the fact that it provides thousands of jobs, it is a net drain on the exchequer. In that, TARDA is not able to achieve the set goals and objectives such as reducing poverty levels among the communities, capacity building of the employees to empower the communities in the ASALS on alternative sources of livelihood. All these are the objectives of TARDA upon which its performance is measured.

1.2 Statement of the problem

TARDA like any other organisation has its objectives, visions, and goals that are used to measure its performance. Its mission is to improve the livelihoods of the people in the region, and to increase the forest cover in the region through a forestation programmes. To achieve this it gets a budget from the government to implement its activities, the organisation however has stalled projects and is not able to achieve its mission of objectives such as providing alternative sources of livelihood to the local communities. This forms the need for the study on what may cause the poor performance of the organization.

This study on effect of TQM in the performance of TARDA drew its preliminary findings of a study done by (USAID, 2003) on a decade of parastatals waste, which indicated: The variables of the study were performance and quality management. It established that overreliance on government funding, limited Stakeholders participation in the design of programs and projects, lack of adequate documented internal processes, low retention of technical staff. Poor implementation of staff development policies, inadequate internal and external communication structures poor monitoring and evaluation systems characterized by absence of a database, low levels of automation (Bessant & Caffyn, 2012), low adoption of new technologies in operations has greatly inhibited optimal performance. Low levels of transfer of knowledge, technologies, and innovations to the communities are among the challenges that affect performance. TARDA is not an exception to this study of parastatals; these studies have however failed to underline how these different aspects of TQM practices affect the performance of the organization. The study by (Bessant & Caffyn, 2012), was based on the analysis of the audited accounts of the institutins. It did not capture the primary views of the stakeholders on issues that affect the organisation. This study on effect of TQM on the performance of TARDA will use information captured from the stakeholders and relate different elements of management, and how they affect performance.

Lack of comprehensive research on the effect of TQM on organizations performance, focusing on stakeholder involvement, continuous improvement, adherence to quality standards, and employee empowerment both globally and locally was what motivated this study. This study sought to bring to light the major factors that affect the performance of TARDA and how these factors relate to each other in the concept of TQM.

1.3 Objectives of the study

1.3.1. General objective

The general objective of the study was to investigate the effect of TQM practices on the performance of TARDA.

1.3.2 Specific objectives

- i. To establish the extent to which stakeholder management affected the performance of TARDA.
- ii. To examine the effects of continuous improvement of systems in the performance of TARDA.
- iii. To establish the relationship between employee empowerment and the performance of TARDA.
- iv. To establish the extent to which adherence to quality standards affected the performance of TARDA.

1.4. Research questions

- i. What extents does stakeholder management affect the performance of TARDA?
- ii. How does continuous improvement of systems affect the performance of TARDA?
- iii. What is the relationship between employee empowerment and the performance of TARDA?
- iv. To what extent does adherence to quality standards affect the performance of TARDA?

1.5 The significance of the study

The study is of benefit to the TARDA institution and its management. The information was collected from stakeholders of TARDA such as the community and the employees. They gave their views on what they feel affects the performance of TARDA making it not able to meet its objectives. The points gathered included lack of management of stakeholders in TARDA processes

which affects their ability to own TARDA projects and thus leading to failed projects. Other factors were lack of employee empowerment leading to their inability to meet their set targets of ensuring that TARDA achieves its objectives and mission. The analysis was vital as it linked how components of TQM affect the performance of TARDA. It also highlighted recommendations on how the organisation can improve on its weak areas of management in order to improve performance.

The study provided the management of TARDA with materials that were of benefit in assessing their strategies and how to improve performance and implement various TQM practices and policies towards improved performance.

1.6 Limitations of the study

The study-encountered limitations on access of information from the employees who feared being victimised even after being informed that the information was confidential and could only be used for study purposes. To overcome this challenge, the information was collected from the staff at a central place where they were sure that the person collecting the data would not point the questionnaires to particular staff. They were also requested not to give their particulars such as names.

1.7 The scope of the study

The scope was based on the analysis of four variables:- continuous involvement, quality standards, improvement of systems and employee empowerment in TARDA. The main respondents were stakeholder of TARDA such as the employees and the community that benefit from TARDA projects. The information was based on their perspective in the past three years of the organisation.

The respondents included a sampled 2 county officials, 20 community members and 8 TARDA staff.

1.8 The organization of the study

This research project was structured as follows: the foregoing chapter one provides the research background, research objectives, statement of the problem, significance of the study, scope, and the limitations encountered in the course of the study. Chapter two presented the literature review on TQM, performance, quality systems, employee empowerment, continuous improvement, stakeholder theories, and a conceptual framework. Chapter 3 presents the research methodology: research design, target population, sample design and procedure, data collection procedure, data analysis and presentation, and the ethical considerations. Chapter 4 has the research findings while Chapter five has the summary, recommendation, and conclusion.

TQM Practices

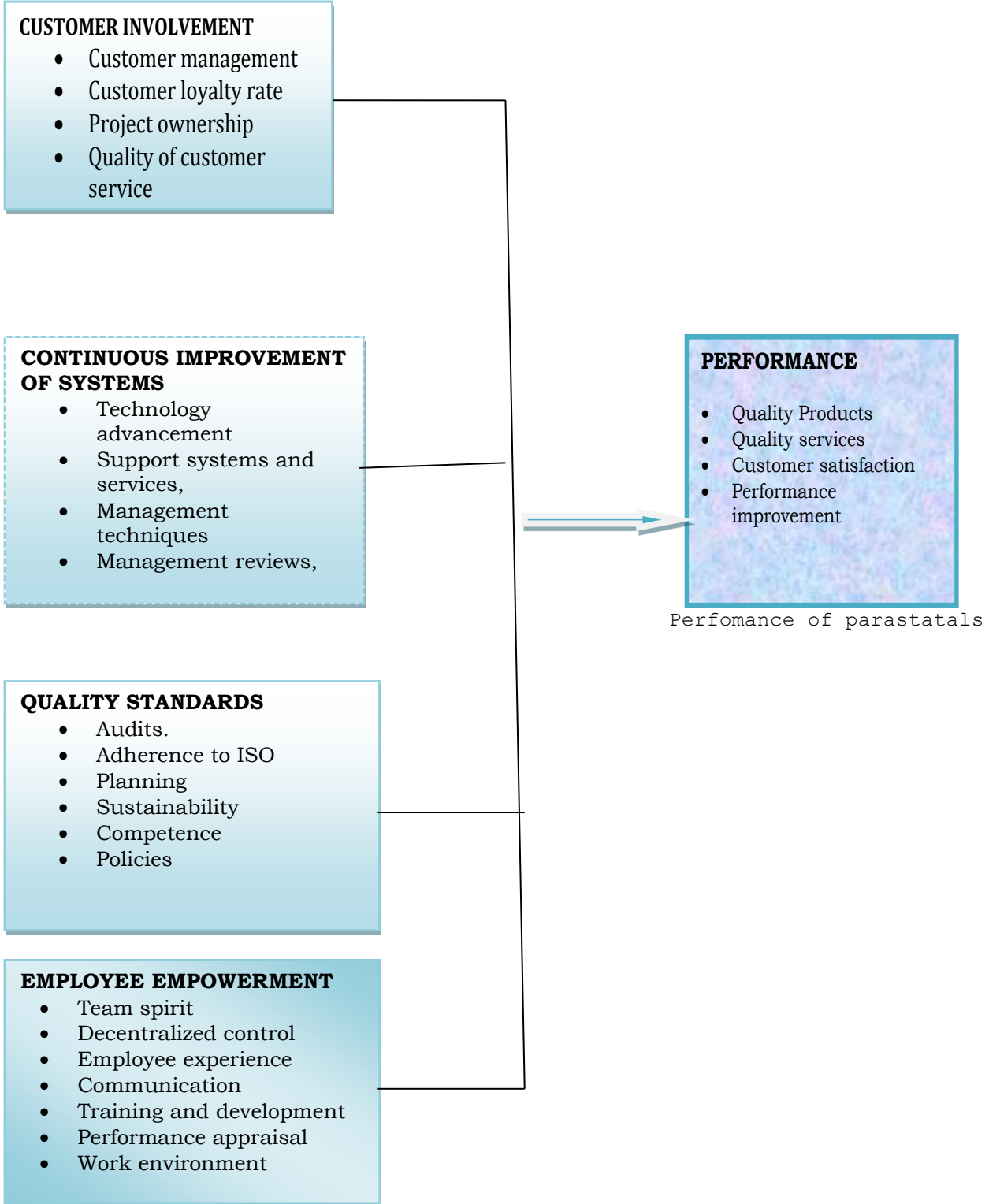


Figure 1 Conceptual Framework

(Source Author, 2016)

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction to the literature review

This chapter discusses the literature review on TQM practices and performance. It captures other authors and researchers findings on performance, the theoretical and empirical review, theories of quality management, customer management, employee empowerment, and quality standards, the chapter also does a critical review of major issues and a summary of the gaps identified by the study. It also has a conceptual framework linking indicators as independent variables and to performance as dependent variables.

2.2.Theoretical review

2.2.1. Stakeholder theory

The stakeholder theory originated in 1983 from the book of the scholar Ian Mitroff (Argandoña, 2011). The theory begins with the assumption that values are important part of organizations process. It explains that for an effective organization process, all parties affected by the process should be actively involved and should understand the shared values (Delaney, 1996). The theory ensures that the managers actively involve all stakeholder sin decision making process leading to the ownership of the project and project sustainability when the organizations exit the project.

The stakeholder theory promotes the concept of stakeholder involvement. According to a study by Sila & Ebrahimpour, 2005) on factors that affect organization performance; the scholars reported that organizations that involved their stakeholders in their processes performed better than those who did not involve the stakeholders. Stakeholder competencies such as involving them in decision-making are important for organizations as explained by Edward Freeman. Several studies have reported a strong link connecting the delivery of high-quality products, services, and

profitability to customer satisfaction. Another study by Anderson, (1994) defined customer satisfaction as the need of the organizations to continuously engage in process that are aimed at meeting the needs of the customers. This is a concept that supports stakeholder theory. An organization can only achieve customer satisfaction when it involves all the stakeholders in the process.

This theory contributes to the study by highlighting the relevance of stakeholder management in ensuring the success of an organisation. In that when a company involves the stakeholders in its process, it leads to customer satisfaction and active participation of the customers in ensuring the success of the organisation. It also ensures that the customers understand their roles in achieving the organisations objectives. The theory however fails to consider that the needs of stakeholders vary from one person to the other; it thus fails to capture how the organisations can ensure they meet the needs of all their stakeholders.

2.2.2. Deming's theory

Edward Deming developed the theory in the 1950s (Langbert, 2000). The theory highlights elements of quality management. Quality Gurus have widely discussed TQM. Deming's theory of TQM rests upon fourteen principles of management, the system of insightful knowledge, and the Shewhart Cycle (Plan-Do-Check-Act). He is known for his concept that quality is equal to the result of work efforts over the total costs. Deming's system of profound knowledge consists of the following four points: first is System appreciation, which explains that an organization is composed of several elements that should work closely with each other, in that the different elements are all aimed at a achieving the goals and mission of the organization. Second is the concept of variation knowledge that explains why variations take place in organization processes

towards achieving quality and the causes of these disparities in production. Third is knowledge theory, which refers to the skills needed in production. Fourth is psychology knowledge, which is the understanding of how people behave and how this affects the quality of their work (Deming, 1986). This theory appreciates the need for an organization to improve the quality of its employees and structures.

The theory is applicable in this study as it implies that there is the need to have improved systems through planning, and an empowered workforce done by understanding the personnel and their needs, this leads to employee empowerment leading to improved organizations performance. It however fails to capture challenges that may come when the different elements of the organisation are working closely with each other and how the implementers of this theory can solve the challenges.

2.2.3. Juran's Theory

Joseph Moses Juran proposed the Juran theory in 1986 (Bisgaard, 2008). The theory highlights the importance of quality control in the production process. Juran developed the quality trilogy; it is composed of planning for quality. Controlling production processes to achieve quality products and services finally continuously improving quality of the organization (Juran, 1988). Juran's point on quality covers a number of different aspects. That includes coming up with strategic plans in organizations. The role of managers in enhancing quality and the importance of working with set targets. He believed that quality does not happen by accident. It has to be planned. Another philosopher Crosby is well known for his "Quality is free" quote. This concept explains that for one to achieve quality it has to be free from any form of defects. Crosby's philosophy can be

described best by his four approaches towards quality improvement process (Crosby, 1989). Just as Deming, Juran emphasizes the need for planning to ensure improved quality.

The theory is relevant to this study as it highlights why organisations should invest in process that would ensure an ultimate quality product. It also highlights the relevance of planning process. The theory does not however highlight the role of the relevant stakeholders in the planning process.

2.3. Empirical reviews

2.3.1. Stakeholder management and performance

For effective TQM practices in the organization, stakeholders must be involved in TARDA's projects from the initial stages that involved identification of the problems and the best way that the stakeholders want these problems to be solved. Stakeholder participation was a key element to improved performance, however, stakeholder management alone cannot improve an organization's performance hence the need to study factors that affect management in totality, hence the need for TQM practices.

The scholars (Alexander, Miesing & Parsons, 2013) to establish the importance of the relations between stakeholders and the organisation conducted a study. The scholars studied several organisations such as Enron, Tyco, and WorldCom. The study involved personal interviews with top management of the listed organisations. They established that the efforts that organisations put in place are responsible for the long lasting relations between the organisations and the stakeholders. They however failed to capture factors that affect the performance of the companies from the views of the stakeholders.

A study was done by (Harrison, Rouse & De Villiers, 2012), on accountability and management from the perspective of stakeholders. In this study, the scholars established that accountability to stakeholders is one of the strategies that organisations use to improve their performance and

interactions with the stakeholders. The scholars used existing case studies of the organisations as a way of gathering information. It was based on the stakeholder theory, which emphasized the need to involve stakeholders in the organisation decision-making process. The study however did not capture the interrelationship between the role of the stakeholders and the roles of the managers in ensuring such as the roles of the stakeholders in enhancing accountability of the companies.

The scholars (Mahasi & Ombaka, 2013) carried out a study whose objective was to establish the roles that stakeholders play in the expansion strategies of companies. Their study was based on prior empirical studies and validations. The findings were that organisations stakeholders such as business partners, the customers, and competitors play a crucial role in expansion of businesses. They did not however capture the element of quality and how it affects performance of the organizations.

2.3.2. Continuous improvement of processes and performance

Continuous improvement is the strive by organizations to make its processes better. This practice originates from the ancient times where businesspersons and artisans came up with tools to make their work easier, faster and more efficient. In modern business, its roots can be traced to 1911, which saw the emergence of various quality management tools that are used by organizations to improve performance an example is the Shewhart cycle, and ISO certifications, which outline ways in which organizations can improve their operations. Other approaches include TQM, six sigma, and continuous improvement.

The scholar (Lassiter, 2007) carried out a study on the role of process improvement in non-profit organisation. He used a population sample of 50 people from the various organisations. The findings of the study were that nonprofit organisations have responded to performance improvements by continuously scanning their environments through activities such as

benchmarking to establish the best ways that they can use to improve their performance. They also established that currently organizations operate in turbulent environment that are seen by ever changing technology and the demands of the customers. To maintain competitive edge organizations should invest in scanning the environment to see the best ways to ensure customer satisfaction (Bessant & Caffyn 2012). One such way is to improve the capacity of employees to identify and solve problems. Employees should be motivated to ensure that they appreciate the need for innovation. This will not only motivate the employees to increased levels of creativity, but it will also ensure increased productivity in the organization. The study did not investigate how quality plays a role in ensuring better production process

A study by (Jayaraman, 2017) on continuous improvement practices in Indian industries involved the use of cross sectional survey to examine the practice of TQM in the Indian industry with a specific focus to the practice of continuous improvement. The study established that companies in India such as Mindra have made great strides by implanting continuous improvement as one of the strategies in performance management. The study did not however focus on other factors that affect performance in the organisations.

Continuous improvement is a process means there is no standing still. If you are not moving forward, you are moving backward. Total quality management (TQM) is a continuous process and not a program. This requires constant improvement in all the related policies, procedures and controls established by management. Do your research about your organization; this involves scanning your environment for opportunities and threats. Keep your ear to the market and make an effort to revise all aspects of your operation (Deming, 1986). There should be a constant effort to improve proficiency – which results in constant scopes for improvement even if some improvements are small.

2.3.3. Employee empowerment and performance

Employee empowerment has been defined in a lot of ways but generally means the tradition of allowing employees to have input and be in charge of over their job, and the aptitude to openly share suggestions and information concerning their work and the business as a in entirety. Empowered workers are devoted, faithful and hard-working. They are keen to contribute to ideas and can be sturdy ambassadors for their company. Overseeing employee performance is one of the most complicated and multifaceted actions within any organization (Gul, Rafiq & Haae 2012). However, it is an indispensable part of the attempt that supervisor execute all from start to end of the year, it is also debatably the most avoided, most scratchy, and conceivably most feared task supervisor are called upon to do. However, it is also one of the significant and rewarding performances of managers if done rightly. It provides management with a extraordinarily powerful organization instrument. The performance management system nourishes and unleashes individual latent, thus directly influencing the effective success of a business (Lee, 2006).

Based on a study by (Bose, 2018), on understanding the relationship between employee empowerment and employee performance in banks in the Arab countries. The study used questionnaires to collected information from a sample population of 80 respondents. The study established that employees in the bank industry are not motivated and the performance of the banks was poor performance of the institutions, which are key to the performance of the country's economy. In the contrary, it found no significant relationship between performance and employee empowerment. This is against studies such as those by the scholar (Luechauer & Shulman, 1993) that argues that employee empowerment is a humanistic process that changes and enhances employee's behaviours towards a common goal. It shapes the culture of the organization (Frymier, 1996). Other studies established the relevance of communication in employee empowerment. For

example, communication plays a vital role in communicating to the employees what is expected of them by the organization. It allows them to align their individual beliefs to the practices of the organization that are communicated to them by the managers. Another vital element of employee empowerment is employee placement; this refers to the ability of workers to have control of what they do in the organization. It ensures that the workers are well placed at positions to do jobs that they are trained and have the skills to perform. This gives them confidence and improves their performance. Another element of employee empowerment is reward and recognition, for example, one of the ways that an organization can reward their workers is to give gifts to those who have reached their set targets (Gul, Rafiq, & Hae 2012) Communication, reward and proper placement of between employee and employer is a vital element in employee empowerment. Hence, there is contradictory information from the findings and thus creating a gap as to whether there is a relationship between employee empowerment and performance.

2.3.4. Quality standards and performance

Quality management (QM) is both a set of guiding principles and management style that has been adopted by managers in organizations to improve competitiveness and organizational performance and improve standards. Organizations that adopt a quality management strategy focus on achieving and sustaining high-quality outputs using management practices as the inputs and quality performance as the outputs (Flynn, Schroeder, & Sakakibara, 1994). The pioneers in TQM, such as Deming, Juran, Cosby and Feigen Baum, highlighted the importance of the quality philosophy as an essential competitive weapon for the transformation of an organization.

According to Perry Johnson registrars, The ISO 9000 series of standards is the main set of International Standards applying to the management of quality systems. It includes ISO 9001, the key internationally agreed standard for a QMS. Businesses can be certified against this standard

when they meet its requirement (Frymier, 1996). ISO 9001:2015 sets out the criteria for a quality management system and is the only standard in the family that can be certified to (although this is not a requirement). It can be used by any organization, large or small, regardless of its field of activity. In fact, there are over one million companies and organizations in over 170 countries certified to ISO 9001.

A study by (Kibe & Wanjau, 2014) to establish the effect of quality management on the performance of companies in the food processing industry of Kenya reported that over 75% of the industries are still struggling to embrace effective food management systems. The paper established that improving quality of the processes lead to improved business performance and those companies should take into great consideration the need to reach ISO qualifications. The study however fails to capture elements that may affect quality and lead to poor adherence to the practices that lead to ISO certification.

Another study by (Karim, 2016) investigated the effect of quality standards on customer satisfaction. It focused on satisfaction that comes with the implementation of ISO 900. The study involved distribution of 500 questionnaires to the sampled population. The study showed that there was improvement in customer satisfaction with the achievement of the ISO 900 standards, however largely the customers were still not satisfied with the services provided despite improvement in quality. Thus, the study did not find out what are the other factors that affect customer satisfaction and makes it persist despite improved quality.

Conditions for optimal performance and improvements in performance include engagement of the performer in an optimal emotional state (performer's mindset). Immerse the performer in an enriching environment. In addition, engage the performer in reflective practice, (Elger, 2013). The current level of performance depends holistically on six components: context, the level of

knowledge, levels of skills, and the level of identity, personal factors, and fixed factors. Three axioms are proposed for effective performance improvements. These involve a performer's mindset, immersion in an enriching environment, and engagement in reflective practice.

2.4. Summary of Research gaps

Author (s)	Study Focus	Findings	Gap	Focus of current Study
Alexander, Miesing & Parsons, (2013)	Importance of the relations between stakeholders and the organisations: Case Enron, Tyco, and WorldCom	Efforts that organisations put in place are responsible for the long lasting relations between the organisations and the stakeholders.	Factors that affect the performance of the companies from the views of the stakeholders	The roles that stakeholders play in improving performance
Harrison, Rouse & De Villiers, (2012)	Accountability and management from the perspective of stakeholders	Accountability to stakeholders is one of the strategies that organisations use to improve their	Interrelationship between the role of the stakeholders and the roles of the managers in ensuring such as the roles of the stakeholders in	Role of stakeholders and responsibility of the managers

		performance and interactions with the stakeholders	enhancing accountability of the companies	which is part of TQM
Lassiter, (2007)	The role of process improvement in non-profit organisation	To maintain competitive edge organizations should invest in improving their processes	The study did not investigate how quality plays a role in ensuring better production process	Different aspects of management that affect performance
Jayaraman, (2017)	On continuous improvement practices in Indian industries	Companies in India such as Mindra have made great strides by implanting continuous improvement as one of the strategies in performance management	Other factors that affect performance in the organisations	How TQM affects performance

<p>Bose, (2018)</p>	<p>Relationship between employee empowerment and employee performance in banks in the Arab countries</p>	<p>No significant relationship between performance and employee empowerment</p>	<p>This finding contradicts other findings that established that employee empowerment affects performance</p>	<p>Establish if employee empowerment affects performance</p>
<p>Kibe & Wanjau, (2014)</p>	<p>Effect of quality management on the performance of companies in the food processing industry of Kenya</p>	<p>Improving quality of the processes lead to improved business performance and those companies should take into great consideration the need to reach ISO qualifications</p>	<p>Fails to capture elements that may affect quality and lead to poor adherence to the practices that lead to ISO certification</p>	<p>How quality affects performance</p>

Karim, (2016)	Effect of quality standards on customer satisfaction	There was improvement in customer satisfaction with the achievement of the ISO 900 standards,	The other factors that affect customer satisfaction and makes it persist despite improved quality	Other factors that affect quality of products
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Source: Researcher (2018)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Introduction

This part describes the methods techniques and strategies to be used to address the research problem. It provides information on the study design, target population, sampling design, data collection procedures, and instruments, as well as processing analysis and presentation that used in the study.

The dependent variable in this study was the performance of TARDA. The following independent variables under TQM were studied to determine whether they affect performance: Customer involvement: customer satisfaction levels, customer loyalty rate, project ownership, quality of customer service. Continuous improvement of systems was analysed using technology, support systems, and services, training levels, management techniques, working environment, management reviews. Quality standards: Audits, adherence to ISO employee empowerment: Team spirit, decentralized control, employee experience, communications, training and development, performance appraisal, flexible and proactive systems, and staff motivation.

3.2. Research Design

Research design refers to the methods that were used to carry out the study. According to (Cooper & Schindler, 2003) it is the plan used to generate answers to the research questions.

This study used business research design; it is a methodical inquiry. Its purpose is to present information to decipher administrative challenges (Cooper & Schindler, 2003). It is a structured, systematic, databased, significant, objective, inquiry or investigation into the problem of TQM in TARDA, undertaken with the purpose of finding answers or solutions to it (Sekaran, 2010).

The design of this study was a descriptive survey study design, which involved objective formulation, the design of data collection instruments, data collection, analyzing, and reporting of the findings of the case study. The study design was ideal for the research because it considered many aspects of the problem and provided quantitative and qualitative data methods due to the objectives. Both methods supplemented each other i.e. qualitative methods provided the in detail explanations of the topic based on existing theories while quantitative methods give the data needed to support the theories. Since both methods had a bias and weak points, using both types of research helped to avoid such bias in that each method was used to test out the other (Cooper & Schindler, 2006).

3.3. Target population

The sampled population for this study was TARDA employees and the organisations customers.

Table 1: TARDA Employees and customers

POPULATION CATEGORY		POPULATION FREQUENCY	SAMPLE RATIO	SAMPLED SIZE
1	TARDA Employees	360	0.1	36
2	TARDA customers	300	0.1	30
TOTAL		660	0.1	66

(Source: TARDA 2014)

Note: The TARDA customers was a collection of head of TARDA projects, community representatives of the region as well as partnering organisations (KEFRI, KFS, Nairobi City Council).

3.4. Sample design and sample procedure

3.4.1. Sample size

From the above population of 660, a sample size of 10% was obtained using stratified random sampling. This percentage was based on the anticipated repetitiveness of the respondents due to similarity of experience and relation to the organisation. For example, the Emali project of TARDA has two project managers that share similar experiences. A sample is a smaller group obtained from the accessible population as defined by (Mugenda & Mugenda, 2008). She suggests that for descriptive studies involving less than 1000 population, 10% of the accessible population is enough for the research. Therefore, with an accessible population size of 660 (staff and customers) a sample size of 66 was arrived at as follows:

$$n = \frac{10}{100} N$$

Where:

n: the sample size

N: the population size

$$n = \frac{10}{100} \times 660 = 66$$

3.4.2. Sample procedure

A sample is a statistical method of drawing representative data by selecting people because of the ease of their volunteering or selecting units because of their availability or easy access. The

researcher used judgment sampling: whereby the researcher selected sampled members to conform to some criterion. It allowed the researcher to use cases that have the required information with respect to the objectives of the study. The judgment was based on assessing the respondent's access to vital information that would inform the study. For example, a project manager who has worked in the organisation for a longer period of time was given priority over one who has been in the organisation for a short period.

3.5. Data collection procedure

3.5.1. Research Instruments

The study employed the use of a semi-closed questionnaire administered to the sampled population. Designed to entail mostly closed-ended questions for easy analysis and open-ended questions where the study required a broad view of the participants. Two sets of questionnaires were used, the first was the staff questionnaire (appendix 1) and customer's questionnaires, and they had 22 questions separated into three sections (personal information, close ended and open-ended questions). This was due to the differences in type of information to be collected from the groups.

3.5.2 Reliability

Reliability is the extent to which or the ability to use research tools and procedures that yield consistent measurements, researchers would be unable to satisfactorily draw conclusions, formulate theories, or make claims about the generalization of their research it should have errors within the standard limit allowable in research (Cooper & Schindler, 2006).

Research instruments yield data that have two components; the true value or score and an error component. The error component of the data reflects the limitations of the instrument. (Cooper & Schindler, 2006), there are three types of errors that arise at the time of data collection; error due to the inaccuracy of the instrument, error due to the inaccuracy of scoring by the researcher, unexplained error causes of random error includes Inaccurate coding, ambiguous instruction to the subjects, Interviewer's fatigue, Interviewee's fatigue, interviewer's bias.

Ways of improving reliability, the study minimized external sources of variation Standardize conditions under which measurements occurs, improved investigator consistency by using only well trained, supervised and motivated persons to conduct the research, broaden the sample of measurement questions by adding similar questions to the data collection instrument or adding more observers or occasions to an observation study. The improved internal consistency of an instrument by excluding data from analysis drawn from measurement questions eliciting extreme responses, internal consistency will also be measured using Cronbach Alpha score.

3.5.3. Validity

According to the authors' (Samira, 2015), validity is the degree to which a test measures what it is supposed to measure and reliability, on the other hand, is the degree in which the instrument yields consistent results or data after repeated trials thereby consistent and replicable. For example, to achieve content validity the data collection questionnaires were presented to the supervisor for appropriate, content, and comprehensive assessment. This ensured identification and correction of language issues so as and aligned the questionnaires to the study objective.

3.6. Data analysis and presentation

Data were qualitatively and quantitatively analyzed using Statistical Package for Social Sciences (SPSS), MS Excel and MS word applications guided by the dependent and independent variables. Using correlation method the data was described in quantitative terms the degree to which variables were related. The degree of the relationship was expressed as a correlation coefficient (r). A correlation study explored relationships between variables and to predict a subject's score on one variable given his or her score on another variable (Kothari, 2004).

3.7. Ethical considerations

The researcher ensured research ethics throughout the process. The interviewer began with an introduction and a brief description of the purpose and benefits of the research. This put the respondent at ease.

The researcher discussed the study benefits, being careful to neither overstate nor understate the benefits and to let the respondent aware that it is for the sole purpose of academic to avoid deception of the respondents. Inducements to participate, financial or otherwise, was not be disproportionate to the task or presented in a fashion that results in coercion. The researcher sought a fully informed consent from respondents by fully disclosing the procedures of the proposed survey or other research design before requesting permission to proceed with the study (Neuman & Wiegand 2000).

The individual respondent's right to privacy was respected. The privacy guarantee was important not only to retain the validity of the research but also to protect respondents. Once the guarantee of confidentiality was given, protecting that confidentiality was essential. The researcher-protected respondent's confidentiality in several ways, which include - Obtaining signed restricting access

to respondent identification. Revealing respondent information only with written consent, Inform respondents of their right to refuse to answer any questions or participate in the study (Leedy & Ormrod, 2005)

CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION OF RESULTS

4.0. Introduction

This section presents data analysis and reports on findings of the study on TQM in TARDA. Sixty-six questionnaires were distributed to the respondents i.e. TARDA staff and the customers.

4.1. Response Rate

This rate reflects the number of respondents who were available and took place in the interview that involved administering of preset questionnaires to TARDA staff and the stakeholders.

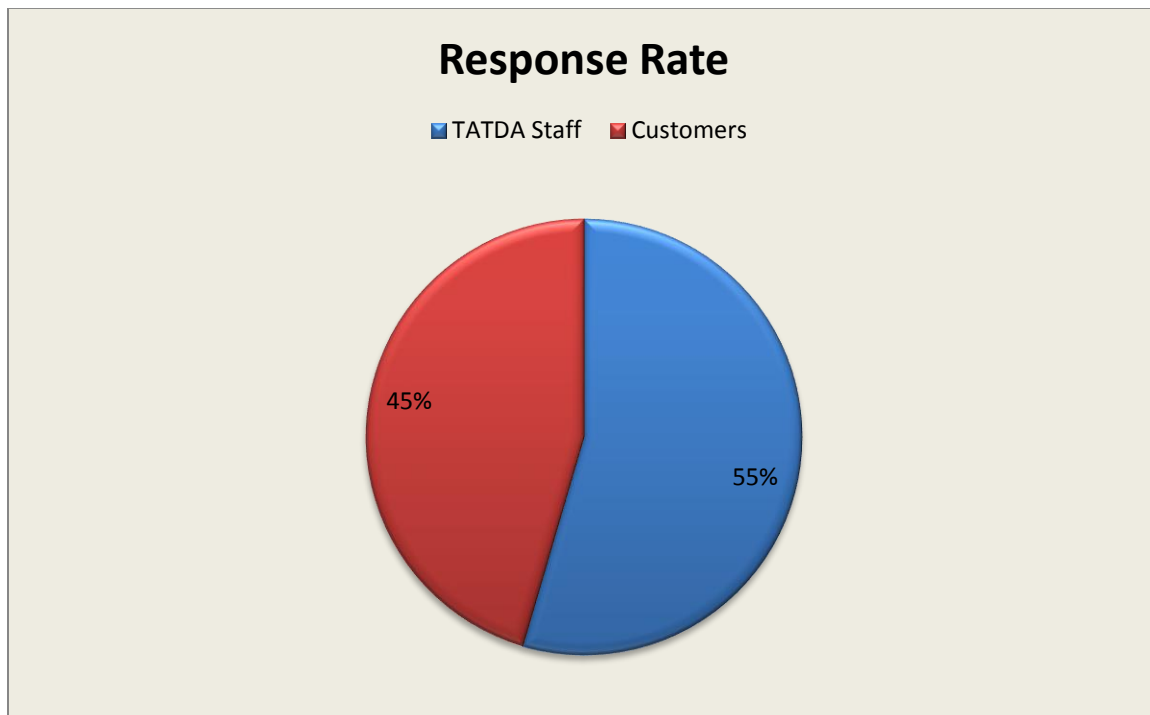


Figure 2: Response Rate

The planned sample population was 66, 36 TARDA Employees (55%) of the total target population and 30 customers (45%) of the total population. All the respondents were interviewed and this translated to 100% response rate. This was made possible due to the effort of the researcher to acquire authorized permission as indicated in the ethical considerations in this paper (Cooper & Schindler, 2006).

It made the respondents ready to participate in the research without fear of giving out information that was not allowed by the organization. The researcher was able to get all the stakeholders during a workshop held by the organization at the headquarters in Nairobi. This solved the anticipated problem of not being able to meet the stakeholders due to distance challenges. This also saved the researcher undue logistical challenges as they used a purposive sampling of the available stakeholders (Cooper & Schindler, 2006). The respondents were able to seek clarification from the research this added to the clarity of the collected information and the ability to meet the set objectives of the study.

4.2 Demographics Information

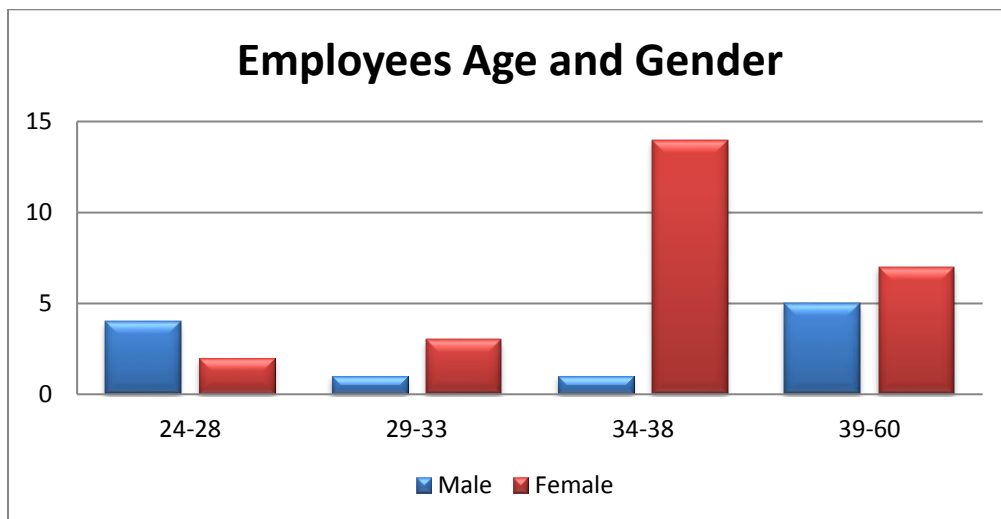


Figure 3: Employee Age and Gender

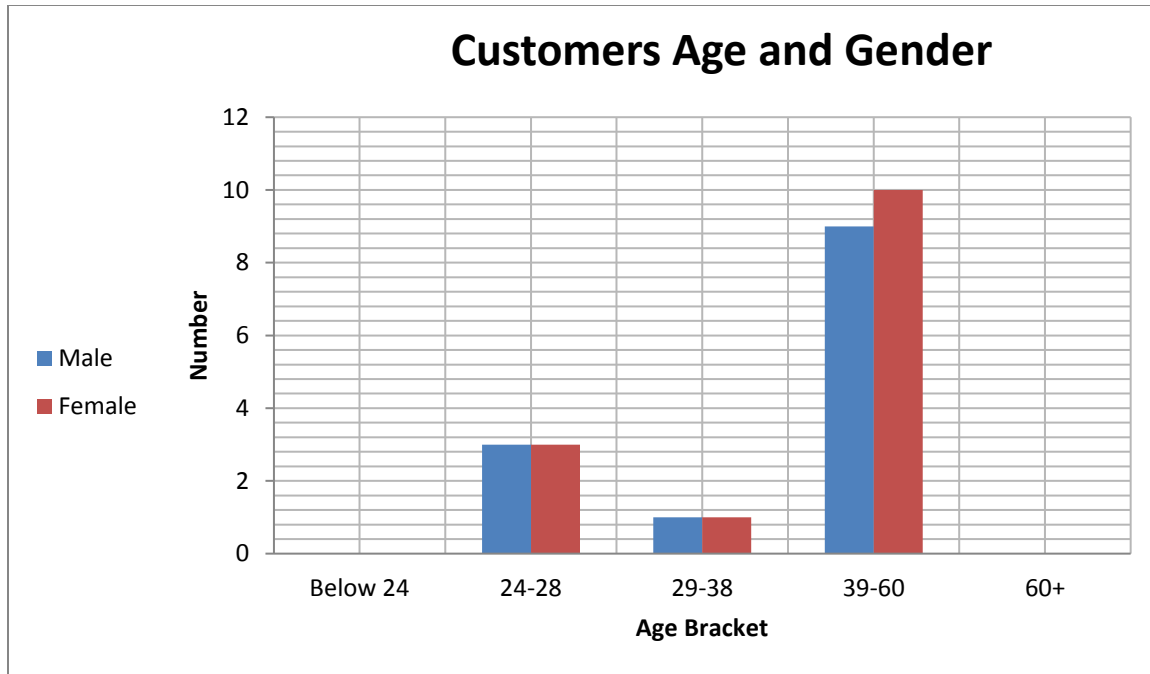


Figure 4: Stakeholders age and Gender

According to the survey, the majority of TARDA employees at 41.67% are between ages 34-38 this is assumed a very productive age. This is followed by 39-60 year at 33.33%. The minority are ages 29-33 at 8.33%. No employee is above 60 years, this is based on the retirement age set for government employees and parastatals at 60 years, 90% of the sampled population were female. Based on the stakeholder questionnaire majority of the stakeholder participants were female between the ages of 39-60. The male was 46.7% of the total sampled population.

Majority of the stakeholder participants were female between the ages of 39-60. Notably, there were no stakeholders between the ages of 0-24 and over 60. Being a regional development authority that caters to the need of all stakeholders in the community, this shows lack of equality in representation of stakeholders during the meetings.

Table 2: Education Level

Table 4.3 education level * duration in organization Crosstabulation

Count		Duration In TARDA (years)					Total
		less than 1	2-5	6-10	10-30	more than 30	
Education level	Secondary	2	1	1	0	0	4
	Collage	3	2	1	0	1	7
	University	2	9	9	2	3	25
Total		7	12	11	2	4	36

Stakeholder of TARDA

Table 4.7 Education level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	primary	3	10.0	10.0	10.0
	secondary	12	40.0	40.0	50.0
	university	10	33.3	33.3	83.3
	none	5	16.7	16.7	100.0
	Total	30	100.0	100.0	

The researcher also asked the respondents to indicate their education levels. Education levels was an important element of study especially when it comes to the employees as it shows the quality of services that the organization is able to provide based on skills and knowledge that comes with education. Majority of TARDA staff left the organization between 2 to 10 years this indicated a high rate of staff turnover of great interest is the employees with college and university qualifications.

This data was then related to the duration that the respondents have taken in the organization in relation to their level of education. This statistics is important in evaluating the level of skills that has run the organization for the longest time. The assumption is that graduates have more skills in comparison with other levels of education. The majority of graduates had only been in the organization for 2-5 years. It was also established that majority of TARDA staff leave the organization between 2 to 10 years this indicates a high rate of staff turnover of great interest is the employees with college and university qualifications.

Understanding the level of education of the stakeholders of TARDA was vital for this study as it shows closely relates to their ability to understand the mandate of the organization and their rights of getting services from the organization. Literacy levels also directly relate to the awareness levels created by the organization on the importance of education to its stakeholders. Literacy levels also affect the level of informed decisions that can be made by the stakeholders. The respondents who finished school at secondary level were the highest in number at 40%, there are still stakeholders in the region with no education at 16.7%.

4.3. Descriptive Analysis

The descriptive findings of the various sections of the study are presented along the findings as shown in this section.

4.3.1 Customer Management

Various subcomponents of customer management were rated to establish their effects on performance of TARDA. The subcomponents used were customer involvement, Customer loyalty rate, project ownership, and quality of customer services. The respondents were first asked if the listed sub-components affect the performance of TARDA. They were expected to give a Yes, or No answer. From the above diagram, it was established that majority of the respondents agreed that customer management has an effect on the ability of TARDA to achieve its mission. 100% of the respondents were in agreement that the quality of customer services affects the performance of TARDA. Notably, 10 respondents said that project ownership does not affect the performance of TARDA; this was from the customer's respondents. While the majority of the respondents established that customer, loyalty affects the performance of TARDA.

To establish the level of customer management in TARDA, as this would reflect on the performance, the participants rated the different levels of customer management. The options provided were (Good, Average and poor) the summary of respondent's ratings from the stakeholder questionnaires and the employee's questionnaires as demonstrated in the diagrams and tables below

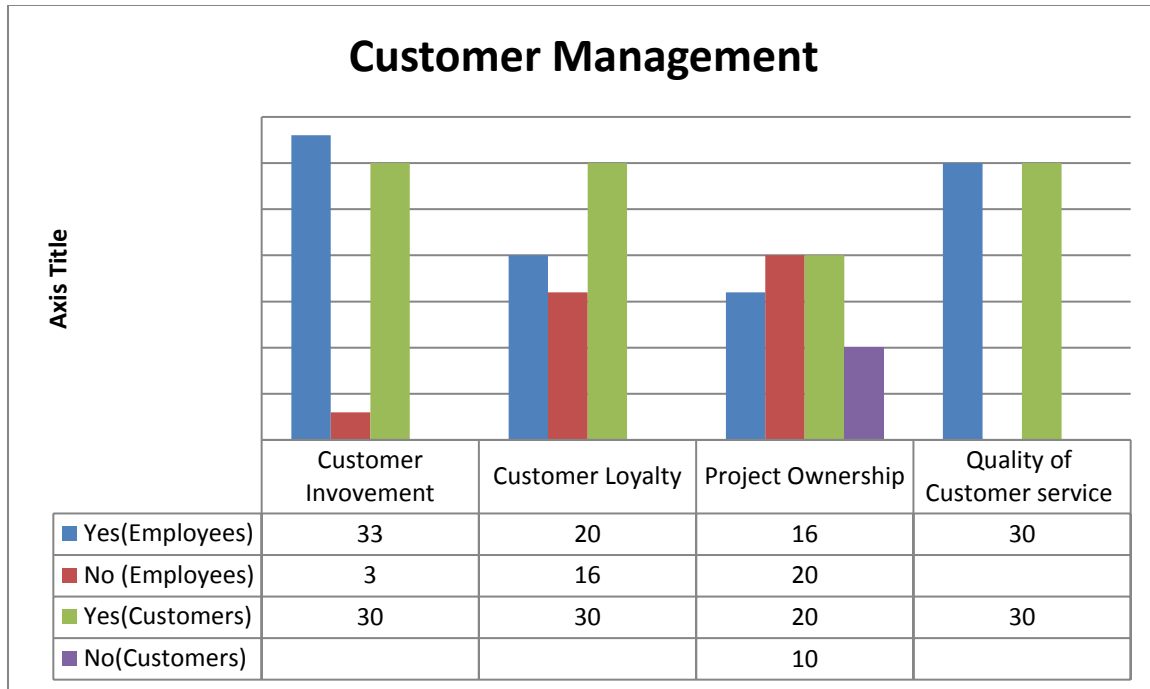


Figure 5: Customer Management

4.7.1. Customer Involvement

Table 3: Customer Involvement

Summary				
Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.895 ^a	.802	.789	.194
a. Predictors: (Constant), Quality of customer service, Project ownership, Customer Involvement, Customer loyalty rate				

Despite the agreement with the respondents that generally customer management is important, the respondents also noted that customer management was generally poor in TARDA. Only 1% of the respondents rated customer management as good. While a total of 99% rated them as poor and

very poor. 27.8% of the respondents rated customer loyalty as good while, 72.3% rated them as poor and very poor. No respondent rated project ownership as good, while 100% rated them as poor and very poor. Finally, 5.6% rated the quality of customer services as good while 94.6% rated them as poor and very poor. These statistics show that generally, the customer management at TARDA is poor.

4.8.1. Customer Involvement

Customer involvement has a very strong correlation to the poor performance of TARDA at 0.895. Both employees and the customers also rated customer management elements such as customer involvement, customer loyalty and quality of customer management as poor.

The findings were in line with the work of (Sila & Ebrahimpour, 2005) on factors that affect organization performance; the scholars reported that organizations that involved their stakeholders in their processes performed better than those who did not involve the stakeholders. Stakeholder competencies such as involving them in decision-making are important for organizations as explained by Edward Freeman. Several studies have established a strong link connecting the delivery of high-quality goods and services and profitability to customer satisfaction. This is in agreement with the findings of the study by Anderson, (1994) which established that customer satisfaction as the need of the organizations to incessantly engage in process that are intended at meeting the needs of the customers. This is an idea that supports stakeholder theory. An organization can only achieve customer fulfilment when it involves all the stakeholders in the process.

This explains why the performance of TARDA was poor. It was in agreement with the findings of the studies reviewed such as according to (Robert, 2004), it is important for an organization to identify the needs of its customers and use this as a baseline data to set its targets of performance

(Prajogo & Sohal, 2003). Notably the performance of the organization is measured on its output, which is greatly influenced by the inputs. The roles of goals should be to provide directions.

Habitual stakeholder meeting helps the institution continue to improve its performance and stay a responsible towards its customers (Black & Porter, 1996). Another scholar also was in agreement that performance has been conceptualized in a different way across surveys. For measurement of performance, many scholars used monetary as well as non-financial performance and others have used customer satisfaction measures to capture performance benefits accrued from QM practices (Choi & Eboch, 1998; Forza & Flippini, 1998; Deming, 1986) established that focus on eminence led to outcome such as workers and customer satisfaction, competence, and productivity.

Another scholar established that organizations performance is linked with appropriate leadership, human resource administration, and customer satisfaction (Delaney, 1996) organizations have an significant role in our everyday lives and consequently, successful organizations symbolize a key component for a nation's development (Lebans & Euske 2006). Thus, evidently, customer management is vital for the improvement of performance in TARDA.

4.3.2. Continuous Improvement

The subcomponents surveyed under continuous improvement were Technology advancement, Support systems, management techniques, and management reviews. This question only targeted TARDA employees. The respondents were asked to rate these components as either: good, Average or poor. The responses were then analyzed as follows.

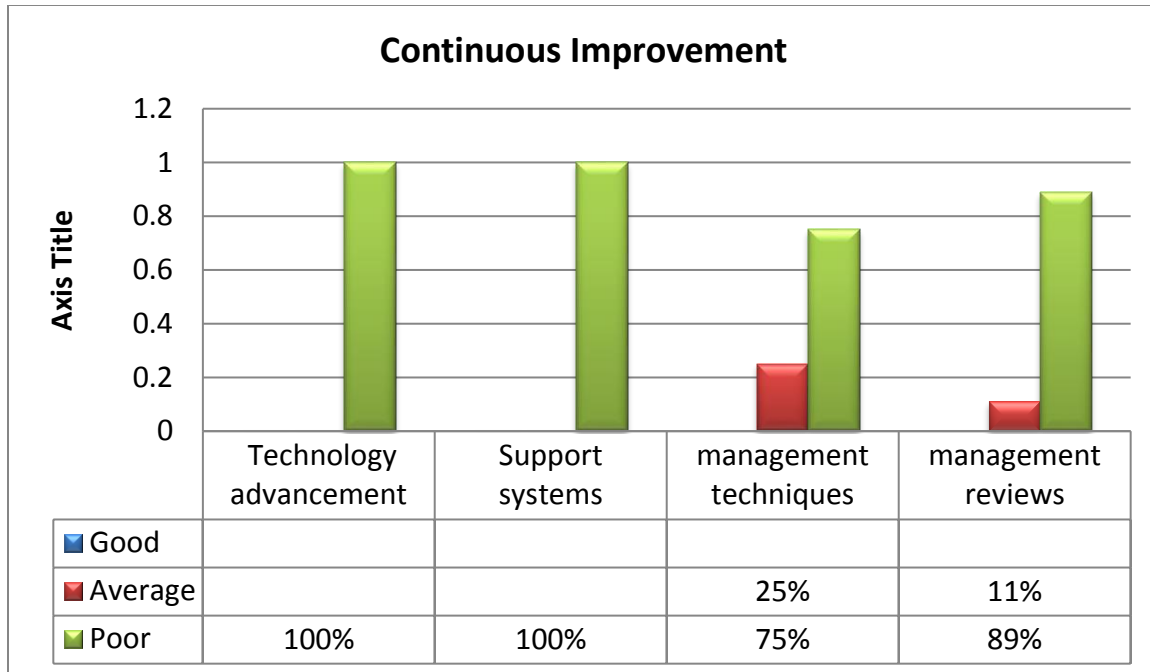


Figure 6: Continuous Improvement

These questions were aimed at establishing the systems put in place by TARDA to improve its performance through continuous improvement. The respondents rated technology advancement and support systems at 100% poor. While the majority also said that management, techniques and support systems were also poor. Asked whether customer management affects performance 91.2% of the sampled population agreed it affects performance while 8.3% said it does not affect performance. While 100% of the sampled population agreed that employee, empowerment affects performance and so does adherence to ISO and 100% agreed that continuous improvement affects performance.

4.7.2. Continuous Improvement

Table 4: Continuous Improvement

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.908 ^a	.825	.814	.202
a. Predictors: (Constant), Management Reviews, Support and systems services, Technology advancement, Management Techniques				

The variables under continuous Improvement that were used to establish if there was a relationship between customer management and the performance of TARDA were Management Reviews, Support and systems services, Technology Advancement. It was established that there is a very strong correlation between the poor performance of TARDA and continuous.

4.8.2. Continuous improvement

The variables under continuous Improvement that were used to ascertain if there was a connection between client management and the performance of TARDA were Management Reviews, Support and systems services, Technology Advancement. It was established that there is a very strong correlation between the poor performance of TARDA and continuous at 0.908. Asked to rate the elements under continuous improvement practices in TARDA the general rating were also poor.

This is in line with other studies discussed in chapter three, it was established that continuous improvement is the strive by organizations to make its processes better. This practice originates from the ancient times where businesspersons and artisans came up with tools to make their work easier, faster and more efficient. In modern business, its roots can be traced to 1911, which saw the emergence of various quality management tools that are used by organizations to improve

performance an example is the Shewhart cycle, and ISO certifications, which outline ways in which organizations can improve their operations. Other approaches include TQM, six sigma, and continuous improvement. Thus, lack of continuous improvement leads to poor quality and declined performance.

The study is in line with the findings of (Bessant & Caffyn 2012), that currently organizations operate in turbulent environment that are seen by ever changing technology and the demands of the customers. To maintain competitive edge organizations should invest in scanning the environment to see the best ways to ensure customer satisfaction (Bessant & Caffyn 2012). One such way is to improve the capacity of employees to identify and solve problems. Employees should be motivated to ensure that they appreciate the need for innovation. This will not only motivate the employees to increased levels of creativity, but it will also ensure increased productivity in the organization.

Processes play important role in TQM, it is what leads to quality, in that if the process of an organization are not aligned to the vision then the quality of the output will likely be compromise (Ahire, 1996). ISO 9001 plays a key role in ensuring that organizations put in place processes that lead to overall good quality of their output. For example, it ensures that an organization has the management tools needed to improve quality management such as the use of a strategic plan. It also ensures that organizations operate based on process bur not event. According to (Bessant & Caffyn 2012) continuous improvement ensures that organizations set small goals that they achieve towards the general performance of the organization. It also ensures that structures are in place to ensure constant improvement of products and services.

While engaging in a process the organization takes into consideration steps such as stakeholder involvement. This is a core aspect of CI, in the stakeholders identify the areas they need to be

improved and engage in the process of implementing the ideas (Bessant & Caffyn 2012), this means that the overall judge of quality in an organization is the consumer as they are the end users. Involving them in the process is the only way that organizations can attain the required expectations that lead to consumer satisfaction and an improved quality. According to (Ahire, 1996) there are tools used to measure CI such as cycle time which indicates the time it takes to implement an idea that is proposed by stakeholders. To engage in CI process an organization has to put in place procedures that identifies defects at all the stages of production or service delivery. They should find the source of the defects and correct them as they happen rather than wait until it compiles.

4.3.4. Quality Standards

The subcomponents under this variable were Audits, adherence to ISO, planning, sustainability, competence, and policies. This question only targeted TARDA employees. The respondents were asked to rate these components as either: good, Average or poor. The responses were then analyzed as follows.

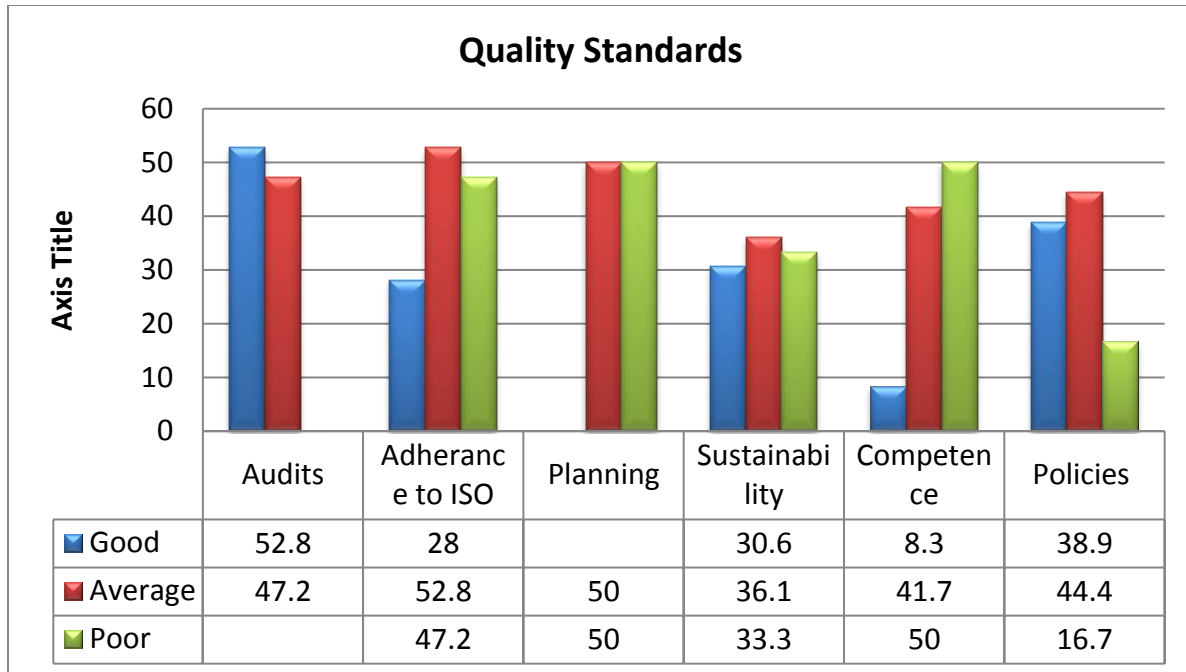


Figure 7: Quality Standards

Quality standards are the based rated variables in TARDA. 52.8% of the respondents rated audits of the organization as good. While 28% rated adherence to ISO as good. 30.6% of the respondents rated the sustainability of the projects as good while 38.9% rated TARDA policies as good. However, seemingly, these are based on the existence of the documents that give strategic direction to the organization such as the audit plans and the strategic plan. The implementation of this, however, remains poor as is seen through other variables.

4.7.3. Quality Standards

Table 5: Quality standards

Model Summary				
Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	.822 ^a	.676	.643	.280
a. Predictors: (Constant), Policies, Adherence to ISO, Competency, Planning, Sustainability, Audits				

The variables under continuous Improvement that were used to establish if there was a relationship between customer management and the performance of TARDA were Competency, Planning, Adherence to ISO, Audits. It was established that there is a strong correlation between the poor performance of TARDA and continuous.

4.8.3. Quality Standards

The variables under continuous Improvement that were used to establish if there was a connection between customer management and the performance of TARDA were Competency, Planning, Adherence to ISO, Audits. The study established a strong correlation between the poor performance of TARDA and continuous at 0.822. The general ratings on the quality standards in TARDA were average. The findings are in line with earlier findings. It implies that there was the call for having enhanced systems through planning, and an empowered personnel this was done by being thoughtful of the workforce and their needs, this leads to employee empowerment to improve an organizations performance.

The findings are also in line with the organization theory. This theory looks at an organization in its entirety. It focuses on structures and strategies that guide the workers. The scholar Eisenhardt, (1985) considers this theory as a guiding principle towards efficiency, and that it guides the behaviour of the workers towards the target outcome. This theory outlines the need for involving everyone in the organization to improve the organization's performances, which are the ultimate goal for all the organizations.

While Organizational theory studies organizations as an entire system, the way they become accustomed, the strategies and structures under which they operate (Eisenhardt,1985) considers the organizational theory to be logical, information-based, and geared towards enhancing efficiency. It is also apprehensive with determinants of have power over strategy and distinguish amid two types of performance evaluation control that are behaviour based and that based on the result. This theory outlines the need for involving everyone in the organization to improve the organization's performances, which are the eventual goal for all the organizations.

The findings are also in agreement with the works of other Quality Gurus that have widely discussed TQM. For example, Deming's theory of TQM discusses fourteen principles of management and the (Plan-Do-Check-Act) cycle model. In this case, TARDA's planning processes are average, and this affects the quality of their services to the stakeholders. The theories explains that an organization is a system of several elements that should work closely, in that the different elements are all aimed at a achieving the goals and mission of the organization. This means that when TARDA systems are not integrated towards the goals then it affects the quality. Second is the concept of variation knowledge, which explains why variations take place in

organization processes towards achieving quality and the causes of these disparities in production. Third is knowledge theory, which refers to the skills needed in production. Fourth is psychology knowledge, which is the understanding of how people behave and how this affects the quality of their work (Deming, 1986). This theory appreciates the need for an organization to improve the quality of its employees and structures.

4.3.4. Employee Empowerment

The subcomponents under this variable were team spirit, decentralized control, employee experience, communication, training and development, performance appraisal and work environment. This question only targeted TARDA employees. The respondents were asked to rate these components as either: good, Average or poor. The responses were then analyzed as follows.

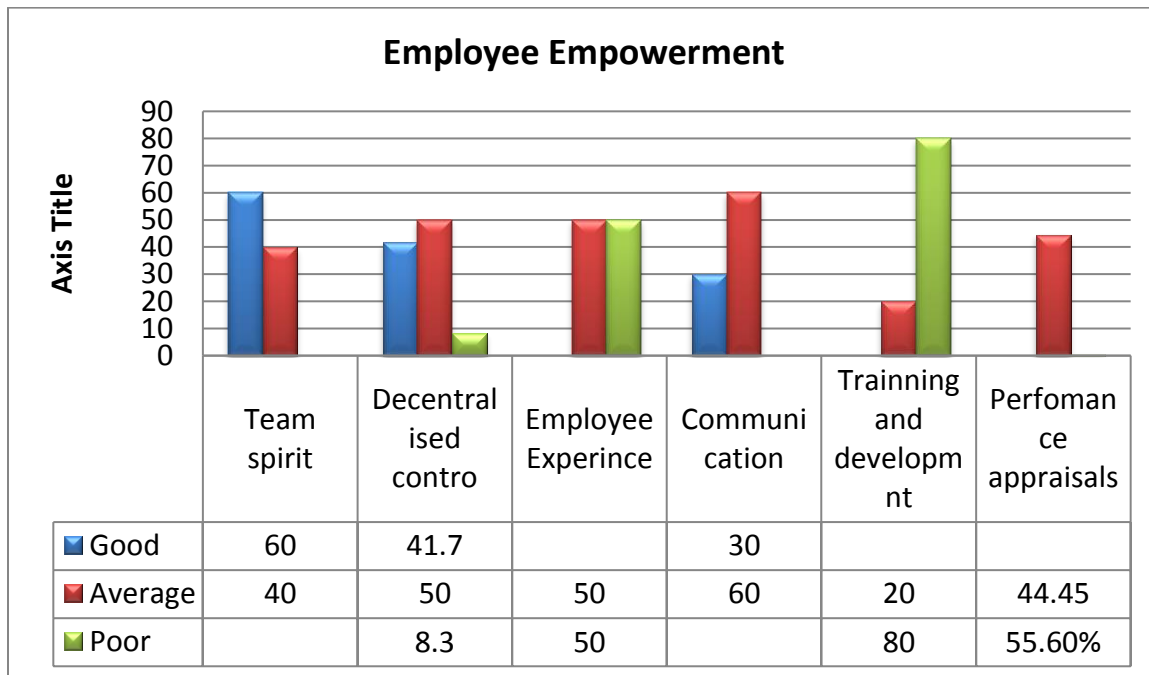


Figure 8: Employee Empowerment

Employee empowerment aimed at establishing the ability of the organization to ensure that the TARDA staffs are in a position to provide the needed services. Team spirit was the best rated at

60% good. Decentralized control was rated as 41.7% good. However, important elements of employee empowerment such as training and development were rated as 80% poor and performance appraisal rated at 55.6% poor.

4.7.4 Employee Empowerment

Table 6: Employee Empowerment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	.851 ^a	.724	.701	.257
a. Predictors: (Constant), Training and Development, Decentralized Control, Employee Experience, Team Spirit, Communication				

The variables under Employee Empowerment that were used to establish if there was a relationship between customer management and the performance of TARDA were Training and Development, Decentralized Control, Employee Experience, Team Spirit, Communication. It was established that there is a very strong correlation between the poor performance of TARDA and continuous.

The above summary of ratings clearly reflects what leads to the poor performance that was experienced in TARDA. This can be replicated in other parastatals in Kenya.

Most of the activities were given poor ratings; decentralization of services got the higher rating among the stakeholder explaining that TARDA has offices in all the counties that it covers.

4.8.4. Employee Empowerment

The variables under Employee Empowerment that were used to establish if there was a relationship between customer management and the performance of TARDA were Training and Development,

Decentralized Control, Employee Experience, Team Spirit, Communication. It was established that there is a very strong correlation between the poor performances of TARDA and continuous, the correlation was at 0.855.

As shown above, this is in agreement with other studies reviewed in chapter one of the report. For example, the studies defined Employee empowerment as the procedure of allowing employees to have contribution and control their work, and the ability to give their input and opinion about their organization as an entirety. Empowered employees are devoted, trustworthy and reliable. They are enthusiastic to share information and can act as strong ambassadors for their organizations. Hence, it is clear that due to poor employee management, TARDA suffers from poor quality services.

The studies also explained that employee management come with many challenges especially in meeting the diverse needs of the workers (Gul, Rafiq & Haae 2012). It therefore explains the difficulty of TARDA in implementing this process. It is however a vital component of management that must be continuously practiced and enhanced in the organization. If done rightly, it creates integration and the development of skills that is vital for enhanced performance (Lee, 2006).

Employee performance management at TARDA could be achieved if the management emphasised on this strategy. It allows them to appreciate the nature of the organization such as understanding the organizations target market, the target demands of the stakeholders and the available players. The studies also established that well defined standards of operation and policies empower the workers and enable them to achieve their set goals. The competencies can be enhanced by allowing the employees the opportunity to develop as individuals and to enhance their careers though in office training and organizing for external training on skills relevant for their effective

performances. Another scholar (Luechauer & Shulman, 1993) argues that employee empowerment is a humanistic process that changes and enhances employee's behaviours towards a common goal. It shapes the culture of the organization (Frymier, 1996), Hence when TARDA employees lack the opportunity to grow and develop, it affects performance at organization and individual levels.

Other studies established the relevance of communication in employee empowerment. For example, communication plays a vital role in communicating to the employees what is expected of them by the organization. It allows them to align their individual believes to the practices of the organization that are communicated to them by the managers. Another vital element of employee empowerment is employee placement; this refers to the ability of workers to have control of what they do in the organization. It ensures that the workers are well placed at positions to do jobs that they are trained and have the skills to perfume. This gives them confidence and improves their performance. Another element of employee empowerment is reward and recognition, for example, one of the ways that an organization can reward their workers is to give gifts to those who have reached their set targets (Gul, Rafiq, & Haae 2012) Communication, reward and proper placement of between employee and employer is a vital element in employee empowerment.

Another study in line with these findings on TQM is that of (Nevada, 2009), it established that other employee management strategies are cross training where by employees are trained on divers' skills on matters in the organization. This allows them the chance to grow and acquires divers' skills that is vital for innovative skill development. It also reduces the level of stagnation and boredom in the organization and thus leading to reduced employee turnover rates. It also ensures that the employees look at their jobs from different angles leading to improved

performance and the willingness to learn and embrace change, as they understand why it is important. Other ways of employee empowerment are mentoring of workers. This is where the employees get seniors who are already experts in the field. They then learn from working closely with the mentors. This leads to production of well trained, skilled and rounded staff (Nevada, 2009). From the analysis, all these elements of employee empowerment were lacking in TARDA.

4.4. Regression Analysis

The study used multiple regression analysis $Y = \alpha + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \epsilon_i$, where Y is the dependent variable which is the performance of TARDA. α is the constant in the equation. β_1 is the coefficient of customer management, X1 is the customer management, β_2 is the coefficient of continuous improvement, X2 is the continuous improvement, β_3 is the coefficient of change in quality standards and X3 is the quality standards. β_4 the coefficient of employee empowerment x4 is employee empowerment

SUMMARY								
OUTPUT								
<i>Regression Statistics</i>								
Multiple R	0.99799							

R Square	0.995998							
Adjusted R Square	0.993997							
Standard Error	1.072381							
Observations	4							
ANOVA								
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>			
Regression	1	572.45	572.45	497.7826	0.002003			
Residual	2	2.3	1.15					
Total	3	574.75						
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	65.593	1.313393	49.87085	0.000402	59.8489307	71.15107	59.8489307	71.15107

						-	-	-
		0.4795	-	0.0020		8.6365	12.763	8.6365
X Variable 1	-10.7	83	22.311	03	-12.7635	2	5	2

Table

The table shows the regression models on how various variables affect performance. The model explains that 99% of the variation in performance is accounted for by the various factors that affect performance. To get the real picture and opinion on the performance of TARDA, both employees and stakeholders were asked to rate the performance of TARDA as shown in the analysis above. Performance of TARDA relates to how it executes its mandate that involves the provision of services to the community to improve their living standards. Given the options to rate TARDA performance (good average and poor), Majority of the respondents rated performance as poor. This confirmed what the authors had earlier stated that the performance of parastatals is wanting and hence validates the need to have carried out the study.

Being that most of the services of TARDA involve stakeholder the organization seemingly does not provide the desired value to their customers. This is not in line with the stakeholder's theory. The theory explains that stakeholders are important part of organizations process and should be involved from the start to the finish of the projects. Involving stakeholder's leads to shared sense of value, leading to their ability to input into the organization processes and ultimate success for the organization (Delaney, 1996), this theory also advocates for the need for transparency in organization processes. An organization should clearly indicate the type of relationship it intends to have with its stakeholders by indicating the roles of each of the stakeholders in the organization.

According to (Choi & Eboch, 1998; Forza & Flippini, 1998; Deming, 1986), when an organization focuses on ensuring quality, this affects the other outcomes such as satisfaction of the customers who will be part of the process and clearly indicate their expectations of the organization. Improving quality of customer services also positively affects the outputs of an organization as it improves productivity of workers and their ability to meet customers' needs.

4.4. Correlation coefficient

The study aimed at establishing how TQM affects performance, the following table is vital for the study as it provides the relationship between the various variable of the study

Table 4.3 Correlations						
		Customer involveme nt	Performan ce	Continuous improveme nt	Employee empowerme nt	Quality standar ds
Customer involvemen t	Pearson Correlati on	1	.050	-.050	.196	.092
	Sig. (2- tailed)		.706	.706	.133	.486
Continuous improveme nt	Pearson Correlati on	-.050	.034	1	-.050	.200
	Sig. (2- tailed)	.706	.794		.706	.125

Employee empowerment	Pearson Correlation	.196	.050	-.050	1	.092
	Sig. (2-tailed)	.133	.706	.706		.486
Quality standards	Pearson Correlation	.092	.073	.200	.092	1
	Sig. (2-tailed)	.486	.580	.125	.486	
	all cases N	60	60	60	60	60

Correlation between the various variables

CHAPTER FIVE: SUMMARY CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

Chapter 5 contains the summary of the project on TQM in TARDA; the author then gives recommendations based on the findings used in solving the identified challenges, and finally a conclusion of the report, which gives summary of findings.

5.2 Summary of Findings

The research was on TQM a case of TARDA the objectives of the investigation were: To study how the continuous improvement of systems affect the performance of TARDA, to establish the connection between employee empowerment and the performance of TARDA, to ascertain the extent to which adherence to quality standards affect the performance of TARDA. The study involved the formation of two sets of tools that administered to the staff and other stakeholders the sample population was 66 based on the total population of 660. The data collected and analyzed using SPSS involving cross tabulation and correlation, descriptive analysis and excel then transferred to word document. The findings were that the performance of TARDA was poor and that TQM was not practiced in TARDA. In that, rating of customer involvement, continuous improvement, adherence to quality standards and employee empowerment all rated as averagely poor.

The first specific objective of the study sort to establish how customer involvement affected TARDAs performance, the findings indicated that customer involvement contributes up to 8.02% to the performance of TARDA (R. Square = .802). This finding is in line with other empirical studies on how customer involvement affects performance of organizations. From these findings, it can be concluded that customer involvement through practices such as proper customer

management, encouraging project ownership as well as providing quality services to the customers are key to improving organization performances. Thus, regional development authorities should invest in customer involvement as a strategy of improving performances.

The second specific objective sort to establish if continuous improvement of systems affects performances of TARDA and the findings were that this aspect of TQM affects the organization performance by up to 8.25% (R. Square = .825). This finding was in line with other previous studies, which indicated that continuous improvement of systems affects performance of organizations. It is thus important that TARDA and other regional development authorities invest in continuous improvement of systems that includes investing in technology advancement, management reviews and improvement of management techniques.

The third specific objective sort to establish if quality standards affect performance of TARDA and the findings were that it affects performance by up to 6.76% (R. Square = .676). The finding was in agreement with other previous studies that established that quality standards such as audits, planning, ISO, and policies affect performance of organizations. Thus, TARDA and other RDAs should invest in quality standards as strategies of performance improvement.

The fourth specific objective sort to establish if employee empowerment affects the performance of TARDA and the findings were that employee empowerment affects the performance of the organization by up to 7.24% (R. Square = 0.724). The findings were in line with other previous studies that established that employee empowerment affect performance of organizations. TARDA and other RDAs should thus invest in strategies such as improving teamwork, training, and development of employees and employee motivation as strategies towards employee empowerment.

5.3 Conclusion

This study sort to understand how TQM affects performance of TARDA, from the findings, this study makes four conclusions. The fist conclusion is that customer involvement affects organization performance. The study revealed that customer involvement contributes up to 8.02% to the performance of TARDA (R. Square = .802) of TARDA performance. The second conclusion is that continuous improvement of services affects performance. The study revealed that continuous improvement affected up to 8.25% (R. Square = .825) of the organization performance. The third conclusion is that quality standards affects performance of TARDA, the finding established that quality standards contributed up to 6.76% (R. Square = .676) to the performance of TARDA. The fourth conclusion is that employee empowerment affects performance of TARDA, it contributed to up to 7.24% (R. Square = 0.724) of TARDA performance.

5.4. Recommendations

For improved performance, the author recommends the following four practices as ways of improving organization performance. First recommendation based on the first study objective is that the organization invest in strategies aimed at involving their customers in organization activities, this can be achieved through continuous customer engagement and consultation. For the second study objective, it is thus important that TARDA and other regional development authorities invest in continuous improvement of systems that includes investing in technology advancement, management reviews and improvement of management techniques. For the third study objective, the study recommends that TARDA and other RDAs should invest in quality standards as strategies of performance improvement. For the fourth study objective, the study recommends that TARDA and other RDAs should thus invest in strategies such as improving

teamwork, training, and development of employees and employee motivation as strategies towards employee empowerment.

5.5 Suggestions for additional research

Further research on monitoring of how institutions that are ISO certified implement ISO to enable the organizations to comply with the ISO standards, Based on the study of TARDA organizations have attained ISO but lack continuity in the implementation. This was seen through the poor ratings in the organizations with regard to quality of services. Further studies should be done on the role of the government in monitoring the quality of services of organizations in Kenya. Notably, the government plays a vital role in financing organizations such as parastatals. It was therefore important that they ensure that the organizations provide quality services to the community.

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APPENDICES

Letter to the respondent

Dear respondent,

My name is Nancy Mwende Owande. I am a student at Kenyatta University currently. I am studying Masters in Business Administration (Strategic management). Currently I am carrying out a research based on the requirements of the University.

I have selected you to take part in the research on how Total quality management affects TARDA. All the responses will be treated with high confidentiality. Please answer all the questions but do not indicate your name.

The information collected will be used for study purposes only.

Yours faithfully

Nancy Owande.

Staff Questionnaire

Introduction

This research questionnaire collected data on the effect of Total Quality Management on the performance of TARDA. The information given was held with a very high degree of discretion being that it was only intended for academic purposes. Kindly fill/Tick as requested.

SECTION 1: PERSONAL INFORMATION

1. How old are you?

19-23 24-28 29-33 34-38 39-60 Above 60

2. Gender

Male Female

3. What is your highest level of education?

Primary Secondary University-None

4. Which department are you?

Human resource Accounts Planning Project Auditing Technical services
monitoring and Evaluation

5. What is your level of employment?

Chief Manager Middle Manager Technical Staff

6. How long have you been a TARDA Employee?

Less than 1 year 2-5 years 6-10 years 10-30 years more than 30 years

SECTION 2: PERFORMANCE OF TARDA

7. How would you rate the performance of TARDA

Excellent Good Poor Very Poor

8. Do you think Customer management affects the performance of TARDA?

Yes No

9. If Yes to what extent does customer management affect the performance of TARDA?

Great Moderate Low

10. Do you think the continuous improvement of systems affects the performance of TARDA?

Yes No

11. If Yes to what extent does continuous improvement of systems affect the performance of TARDA?

Great Moderate Low

12. Do you think adherence to quality standards affects the performance of TARDA?

Yes No

13. If Yes to what extent does adherence to quality standards affect the performance of TARDA?

Great Moderate Low

14. Do you think Employee Empowerment affects the performance of TARDA?

Yes No

15. If yes to what extent does Employee Empowerment influences the performance of TARDA?

Great Moderate Low

16. In what ways can the staff improve the performance of TARDA?

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17. How can TARDA improve stakeholder management?

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18. What are the challenges of stakeholder/customer management on the performance of TARDA?

How does this affect performance?

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.....

19. Kindly rate the following questions in relation to customer management to the performance of TARDA.

Question	Good	Average	Poor
a) How do you rate TARDA customer management?			
b) How do you rate TARDA Customer loyalty?			
c) How do you rate TARDA Project ownership by the community?			

d) How do you rate TARDA Quality of customer service?			
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20. Kindly rate the following questions on continuous improvement of systems to the performance of TARDA.

Question	Good	Average	Poor
How do you rate the relevance of Technology used in TARDA projects?			
How do you rate support systems and services?			
How do you rate management techniques?			
How do you rate management reviews?			

21. Kindly rate the following questions in relation quality standards to the performance of TARDA.

Question	Good	Average	Poor
How do you rate internal auditing process of TARDA?			
How do you rate external auditing process of TARDA?			
How do you rate adherence to ISO in TARDA?			
How do you rate the planning of TARDA's processes?			

How do you rate quality assurance in TARDA?			
How do you rate the sustainability of TARDA projects?			
How do you rate the reliability of TARDA's projects and services?			
How do you rate the competence of TARDA's projects and services?			
How do you rate TARDA's policies?			

22. Kindly rate the following questions in relation to employee empowerment to TARDA performance

Questions	Good	Average	Poor
a. How do you rate decentralization of control in processes of TARDA?			
b. How do you rate employee experience of TARDA staff?			
c. How do you rate performance appraisal systems in TARDA?			
d. How do you rate work environment?			
e. How do you rate proactive systems in TARDA?			
f. How do you rate employee motivation in TARDA?			

g. How do you rate the efficiency of TARDA staff?			
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STAKEHOLDER QUESTIONNAIRE

Introduction

This research questionnaire is to be used to collect data on the effect of Total Quality Management on the performance of TARDA. The information given will be held with a very high degree of discretion and is only intended for academic purposes. Kindly fill/Tick as requested.

SECTION 1: PERSONAL INFORMATION

1. How old are you?

24-28 29-33 34-38 39-60 Above 60

2. Gender

Male Female

3. What is the highest level of education?

Primary Secondary University- One

SECTION 2: PERFORMANCE OF TARDA

4. How would you rate the performance of TARDA

Good Poor

5. Do you think Customer management influences the performance of TARDA?

Yes

No

6. If Yes to what extent does customer management influence the performance of TARDA?

Great Moderate Low

7. Do you think the continuous improvement of systems influences the performance of TARDA?

Yes

No

8. If Yes to what extent does Continuous improvement of systems influence the performance of TARDA?

Great Moderate Low

9. Do you think adherence to quality standards affects the performance of TARDA?

Yes

No

10. If Yes to what extent does adherence to quality standards influences the performance of TARDA?

Great Moderate Low

11. What role can you play to improve the performance of TARDA?

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12. What challenges do you face when involved in TARDA's projects?

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13. Kindly rate the following questions in relation to **customer management** to the performance of TARDA.

Question	Good	Average	Poor
a) How do you rate TARDA customer management?			
b) How do you rate TARDA customer loyalty?			
c) How do you rate TARDA project ownership?			
d) How do you rate TARDA quality of customer service?			
e) How do you rate TARDA customer involvement?			
f) How do you rate the efficiency of the services provided by TARDA?			

14. Kindly rate the following questions on continuous improvement in relation to **the performance of TARDA**

Question	Good	Average	Poor
How do you rate the relevance of technology used in TARDA projects?			
How do you rate support systems and services?			

15. Kindly rate the following questions in relation quality standards to the performance of TARDA.

Question	Good	Average	Poor
How do you rate the sustainability of TARDA projects?			
How do you rate the reliability of TARDA's projects and services?			
How do you rate the competence of TARDA's projects and services?			
How do you rate TARDA's operational policies?			

16. Kindly rate the following questions in relation to **employee empowerment to TARDA** performance

Questions	Good	Average	Poor
How do you rate decentralization of control in processes of TARDA?			
How do you rate employee experience of TARDA staff?			
How do you rate communications between staff and other stakeholders?			

How do you rate proactive systems in TARDA?			
How do you rate employee motivation in TARDA?			
How do you rate the efficiency of TARDA staff?			