FACTORS INFLUENCING ADOPTION OF TOTAL QUALITY MANAGEMENNT PRINCIPLES IN SERVICE DELIVERY BY NGOs IN KENYA: CASE OF ACE AFRICA, BUNGOMA.

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DECLARATION

This research proposal is my original work and has not been presented for the award of any degree in any other university.

Signature.................................... Date..................................

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L50/86386/2016

This research proposal has been submitted for my approval as the university supervisor.

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DEDICATION

I dedicate my research proposal to my lovely daughter Lynnstellah Namarome for having allowed me to leave her during the weekend to be in class all through, my dear parents Mr. and Mrs. Edward Namukhasi; and my lecturers who inspired me and encouraged me to pursue a masters course and prayed for my proposal work.

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LIST OF ABBREVIATIONS AND ACRONYMS

DSS   Decision Support system

MIS   Management Information System

NGO: Non-governmental organization

TQM   Total Quality Management

ABSTRACT

This study sought to investigate the factors influencing the adoption of total quality management principles by NGOs in Kenya: case of ace Africa. The study specifically sought to determine the influence of management support, employee training, organizational culture and management information system in the adoption of TQM in NGOs. This study adopted a descriptive design. The population of study included all the staff of Ace Africa which is199 (Ace Africa documents). The study collected primary data using questionnaire. A pilot test was conducted to test for validity and reliability of instruments. The quantitative data was analyzed using descriptive statistics which included frequency, percentages. Data was presented using frequency distribution tables. SPSS was used in the analysis of data. The study found that 84(43%) of the respondents strongly disagreed that there was employee involvement in the organization decision making process, 73(38%) strongly disagreed that there was employee motivation, The study also found that 103(53%) of the respondents said that the organization did not have effective framework for on training which could influence the success of projects, moreover, 52(78%) strongly disagreed that the organization had staff with sufficient knowledge on TQM which is a major setback on adoption of TQM.

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Most institutions and organizations are trying to satisfy their customer's needs and expectations. This can only be achieved through, improvement in product quality, increased customer satisfaction, and continuous improvement towards world class organizations. These challenges prevailed upon institutions around the world to change their old traditional quality systems, and implement new quality approaches to deliver high quality goods and services. The concept of TQM came into existence in 1970s when evolution of quality took a strategic shift from quality control to a strategic approach of quality to take care of the growing concern for quality. Quality management has evolved through Quality Inspection, to Quality Control, to Quality Assurance then to the current Total Quality Management (Kenya Institute of Management, 2009).

To be successfully implementing TQM an organization must concentrate on 8 key elements; Ethics, integrity, trust, training, teamwork, leadership, recognition, communication. Quality ensures things are done right the first time and defects and wastes are eradicated from operation. The simple objective of TQM is "do the right things, right the first time, every time." TQM is a way of managing to improve the effectiveness, efficiency, cohesiveness, flexibility and competitiveness of a business as a whole. As defined by British standard institution, TQM consists of "management philosophy and company practices which aim to harness the human and material resources of an organization in the most effective way to achieve the objective of the organization. (Chaston, 1994).

After World War II, Japan experienced a quality crisis and to construct the economy, the Japanese set out to improve quality. Starting 1960, the first quality circles were formed to

promulgate quality improvements. TQM had advanced and developed through the influence of many differing factors. Mc Adam (2000) noted that the influencing development factors had transformed the TQM philosophy. Hence, it can be summarized, that throughout this development period, TQM has moved from a predominantly narrow and mechanistic approach to more subjective and broader organizational philosophy.

"If Japan be an example", Deming wrote "then it is possible that any country with enough people and with good management, making products suited to their talents and to the market need not be poor. Abundance of natural resources is not a requirement for prosperity. The wealth of a nation depends on its people, management and government, more than on its natural resources.

The problem is where to find good management. It would be a mistake to export American management to a friendly country." (Deming, 1996, p. 16) What contributed to the success of the quality concept in Japan is its national culture to which the idea of a quiet, gradually evolving quality was a more familiar concept than the American approach involving radical and dramatic quality improvements. Unlike many other management theorists, Peter Drucker particularly pointed out the importance and the role of a nation's business culture, advising: "Don't change corporate culture: use it". The Japanese, being more than an instructive example of this (and many other areas), best demonstrated the importance of understanding and applying this. After the Second World War, they adopted Deming's ideas in their organization and business system.

This resulted in the country becoming the global leader in quality (Kelly, 1997, s.111). Even before Deming, Japanese companies had the philosophy which essence was in gradual but constant business improvements taking one small step at the time. Total quality management is a system initially designed to implement kaizen, the Japanese business philosophy that

covers three basic principles (Hindle, 2006, p. 89): From its appearance until nowadays, total quality management in Japan was more of a philosophy than a formal process (Janićijević, 2004, p. 184). One way or another, the kaizen philosophy is embedded into each human activity in Japan. As M. Imai said: "When applied to the workplace, Kaizen means continuing improvement involving everyone - managers and workers alike

The Japaneseare so obsessed with high quality that they almost "celebrate" when they find an error, since it serves them as an additional incentive for further improvements (Raković, 2006, p. 42). However, sometimes the occurrence of an error with the Japanese may be fatal. When passengers of the Japan Airlines poisoned with food during a flight to Europe, the man responsible for catering at the Japan airport committed suicide (Smith, 2002, p. 488). Many similar examples can be found in different areas. "In US organizations, decisions are made primarily by people and usually only a few people are involved. Consequently, after the decision has been made, it has to be sold to others, often to people with different values and different perceptions of what the problem really is and how it should be solved. In this way, the decision making is rather fast, but its implementation is very time-consuming and requires compromises with those managers holding different viewpoints.

The decision that is eventually implemented may be less than ideal because of the compromises necessary to appease those with divergent opinions. It is true that decision responsibility can be traced to people, but at the same time, this may result in a practice of finding "scapegoats" for wrong decisions. In all, the decision power and the responsibility is vested in certain people in U.S. companies, while in Japan people share both decision power as well as responsibility." (Weihrich, 1998, pp. 227–229) Since individualism and competitive spirit are key characteristics of the US culture, a separate law enacted in 1987 established the U.S. Malcolm Baldrige National Quality Award.

According to David & Gunaydin (1997), the advantage of TQM in construction sector has increased competition, improved product quality and reduced the cost of building. Thus, one of the key challenges for Saudi construction sectors is how to improve material properties to meet Saudi Standards and Quality Organization (SASO) through adopting TQM as an effective strategy. A research conducted in Saudi Arabia by Umair Mazher1, Behrooz Gharleghi1, Benjamin Chan Yin Fah, 2015 was to identify the main factors that affect the implementation of TQM approach in construction sector of Saudi Arabia. This research also aimed at investigating the fundamental elements of TQM at the top management in Saudi construction sectors and as well as to achieve the best implementation and high quality outputs.

In Libya, During the past few years, the manufacturing and business sector have developed due to Libya's pivotal position in the global economy as an oil country. This development has led to the establishment and growth of manufacturing and business sectors especially after lift of The UN sanctions in 2003. At present, Libya is emerging from the revolution that overthrow Gaddafi regime in August 2011, which creates a competitive business environment and numerous business opportunities for new investments in different sectors of the economy.

Libyan Iron & Steel Company (LISCO) is one of the largest companies in Libya. It operates nine large plants with a capacity to produce about 1,324,000 Tonnes/year. The company is trying to cope with the severe competition with international firms in both developed and developing countries by implementing the latest quality philosophies and techniques. Keeping the above in mind, this paper aims to evaluate TQM implementations in Libyan Iron & Steel Company (LISCO), and identify factors that are critical for the implementation of TQM(Arshida,2013)

In Rwanda for instance, a number of buildings have been reported to have collapsed due to quality issues, a building collapsed in Nyagatare District Eastern Province in 2013, killing six people and injuring 30 others. Report by RHA 2013, indicates that most of the buildings collapse due to poor supervision, poor construction procedures and poor inspection. A multistorey block at the University Of Rwanda College Of Science and Technology, formerly the Kigali Institute of Science and Technology (KIST), is out of bounds after it developed cracks in what appears to be a structural failure, (New times May 25, 2014).

To respond to these failures, most organizations have resorted to adopt and implement operations management strategies that have been seen to work elsewhere in as much as quality management is concerned. However, this has not been successful (Salaheldin, 2008). Following the challenges to the construction industry raised above, the Rwanda Housing Authorities recommended to construction companies to adopt and implement TQM.

The adoption of the TQM approach in the Rwandan market should enhance the project and task quality, increase productivity and profitability, employee and client satisfaction, and augment company reputation by being able to compete globally with high quality standards.

Rwanda has registered high achievements in all sectors of the economy since 1994.The construction industry as a distinct sector, which makes a significant contribution to Rwanda's GDP, serves as a central delivery mechanism in the generation and quality of all economic and social development activities in Rwanda. In recognition of this role the Government has committed to pursue policies that encourage and facilitate the growth of the sector. Report by Rwanda Bureau of standard 2011 shows that most organizations in Rwanda, especially the ones in service industry have in the recent past adopted quality programs. Most public companies have for instance adopted the ISO standards e.g. Bralirwa and Intersec security among others (RDB 2012).

In Kenya**,** organizations have been encouraged to adopt Total Quality Management (TQM) to ensure ability to meet customer demands as well as provide quality services in a manner that addresses their range of financial, environmental and social concerns (Oruma, 2014). A research by Agnes Chepkoech on factors influencing implementation of total quality management in manufacturing firms: a case of bidco oil refineries limited, thika Kenyafound that correlation analysis showed there was positive linear correlation between Top Management Commitment and Implementation of TQM. The results of regression analysis showed that Top Management Commitment coefficient was significant in the model and thus Top Management Commitment affects Implementation of TQM and positive linear correlation between organisation culture and Implementation of TQM.

1.2 Statement of the Problem

The World Bank Report 2004, states that poverty presents itself in different forms including: inadequate food, lackof safe drinking water, poor or lack of sanitation facilities, health, shelter, education, information and access to services. NGOs have a role to work with the government ministries to ensure this precious needs are met, therefore, NGOs provides products and services to its beneficiaries in order to empower them, the quality of service is measured in terms of time and timeliness, completeness, courtesy, accuracy, and consistency and responsiveness of the service offered. The quality of product is measured in terms of serviceability, aesthetics, safety performance, reliability, conformance and durability. This products and services are meant to contribute to reduction of poverty. However, despite the increased number of Non-Governmental Organizations engaged in the fight against poverty in Kenya, there has been an upsurge in the poverty levels in the country, a situation complicated by the perennial drought and famine in arid and semi-arid areas (Omondi, 2008). The qualities of products and services provided by the NGOs are therefore questionable because of low impacts. The benefits of the adoption of TQM programs are improved quality

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of products, efficient production systems, improved performance and customer satisfaction (Evans, 2008; Evans and Lindsay, 2008; Yang, 2006). Therefore ACE Africa has implemented the TQM program in service delivery in Bungoma South sub-county.

1.3 Purpose of the Study

The purpose of the study was to investigate factors influencing the adoption of total quality management by NGOs in Kenya: a case of Ace Africa.

1.4 Objectives of the Study

i. To establish how management supports**,** influence the adoption of TQM in the service delivery by Ace Africa.

ii. To investigate the extent to which employee's Training influence the adoption of TQM in the service delivery by Ace Africa.

iii. To assess how organizational/institutional culture influence the adoption of TQM in the TQM in the service delivery by Ace Africa.

iv. To determine the extent to which management information system influence the adoption of TQM in the service delivery by Ace Africa.

1.5 Research Question

i. How does management support influence the adoption of TQM in service delivery by Ace Africa?

ii. TO what extent does employee's Training influence the adoption of TQM in service delivery by Ace Africa?

iii. How does organizational/institutional culture influence the adoption of TQM in service delivery by Ace Africa?

iv.   To what extent does management information system influence the adoption of TQM in service delivery by Ace Africa?

1.6 Significance of the Study

Poverty reduction programs should be life changing and achieving positives outcomes in the communities. TQM is one of the methods employed by institutions to improve services for the beneficiaries. Information from this study will therefore inform the county staff on best strategies to employ to enable them gain optimum positive feedback from employing TQM measures.   Policy makers such as regulatory institutions in the community development project sector will gain insight from this study regarding challenges facing implementation of TQM in county projects. This will help inform the standards and quality assurance all the departments in NGOs. Information from this study will provide information to the beneficiaries on TQM of NGOs to enable them understand and appreciate measures taken by these institutions in line with TQM and institutional performance. To the researcher and academicians; information from this study may help them appreciate the contribution of various factors in successful adoption of TQM in NGOs in Kenya. This may create interest to students who would wish to carry further research on TQM and its implementation. The information from this study may also form literature for other researchers in Kenya who are willing to carry out studies in the same area.

1.7 Delimitation of the Study

The study covered all staff of Ace Africa in Bungoma south sub-county including, support and implementing staff, including project managers, M&E officers, project field officers, volunteers, and interns. The study focused on TQM in service delivery in Ace Africa.

1.8 Limitation of the Study

The study was affected by financial constraints which was mitigated by early savings. Also, the study was affected by time constraint which was mitigated by early preparations and application of NACOSTI permit.

1.9 Basic assumption of the Study

We assumed that the respondents of the study answered the questions accurately, honestly and truthfully to the best of their knowledge and that the results of the study is a true picture of NGOs using TQM in Kenya.

1.10 Definition of Significant Terms used in the Study

Adoption: To put to use on daily basis

Total Quality Management: Conformance to the requirements of the stakeholders

Management Commitment: Support staff involvement in TQM activities

Employee Training: Level of learning by employee including skill building

Organizational Culture: Values, assumptions and beliefs held by staffs concerning quality service

Management Information System: An organized approach to the study of the information needs of an organization's management at every level in making operational, tactical, and strategic decisions.

Program: A system of services or projects designed to meet organizational objectives.

1.11 Organization of the Study

This study was organized in chapter one (introduction) which included; background of the study, the statement of the problem, the purpose of the study, the research objectives, research questions, significance of the study, limitation and delimitations of the study and definitions of significant terms. Chapter two (literature review) includes; Management commitment, employee training, organizational culture, management information system, theoretical framework, conceptual framework, summery of literature review and knowledge gap. Chapter three (research methodology) which includes; research design, target population, sample size and sampling procedures, data collection instruments, data collection procedure, piloting instruments, validity of instruments, reliability of instruments, data analysis techniques, ethical considerations and operational definition of variables. Chapter four; data analysis, presentation and interpretation of the findings and chapter five; summary of findings, discussion, conclusions and recommendations

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section looked at the management support, employee training, organizational culture and management information system. Theoretical framework, conceptual framework, summary of the literature review and the knowledge gap.

2.2. Management support and adoption of TQM in service delivery.

Involving employees entails seeking their input in decision making and ownership of the processes and products they are responsible for (Goetsch and Davis, 2013). Employees' involvement in every level should be encouraged. The involvement of the people in the organization will ensure the success of TQM program (Naidu, et al, 2006). The involvement of employees in making decisions that satisfy customers without constraining them with bureaucratic rules is fundamental for developing a quality culture (Evans and Lindsay, 2008). Employee involvement in a Total Quality environment is a tool for improvement. It enhances creativity and initiative, values necessary for TQM practice of continual improvement (Goetsch and Davis, 2013). Deming's (1986) 14th point of quality underscores the need to put everybody in the company to work to accomplish the transformation. This emphasis the role of employee involvement in TQM programs implementation.

TQM supports the idea that quality is the responsibility of all employees and not just quality managers (Basu, 2004) Employees who are allowed to participate in decisions that affect their jobs and are empowered through delegation and training, make substantial contribution to the success of TQM programs (Evans and Lindsay, 2008; Goetsch and Davis, 2013; Shahraki, et al 2011; Yang, 2006). An employee who is involved in quality implementation in the organization will care as much or even more about the quality of the work than the

supervisor (Goetsch and Davis, 2013). Facilitating employees' involvement is the responsibility of the management in total quality - environment. Employees should be physically, intellectually, and emotionally involved (Goetsch and Davis 2013).

The management must provide an open, non-threatening, and creative environment that encourages employee involvement; expects employees to think; recognizes employee value; and honours employee ownership of processes, products, and services (Goetsch and Davis, 2013). Employee participation and involvement is one of the fundamental human resource practices that help to achieve world class quality (Shahraki, et al, 2011). TQM means taking on greater responsibility (Snape et al, 1995). Therefore, for quality initiatives to work there must be sufficient participation of all employees in quality decisions (Shahraki et aI, 2011). Studies done by Yang (2006) reveal that employee involvement has great influence on the implementation ofTQM programs such as the adoption of new quality concepts, the set-up and practice of customer satisfaction systems, a change in culture, and quality control circle. The workforce may demonstrate resistance when total quality programs are "installed" without their involvement. This resistance is justifiable because TQM programs demands high level skills, abilities, quality attitude and commitment (Naidu et al, 2006). When managers give employees the tools to make good' decisions and the freedom and encouragement to make contributions, they virtually guarantee that better quality products and production processes will result (Evans and Lindsay, 2008). In order to meet company's quality goals an organization requires an involved workforce (Evans, 2008). Quality should be understood in the same spirit and language both by the management and the employees, otherwise implementation becomes difficult (Janakiranaan and Gopal, 2006). This congruence and unity is achieved if the workforce is fully involved in programs implementation. Juran (1989) indicated that the workforce should be involved in quality control through delegation as much as possible.

One of the major strategies of motivation and retention of employees in HRM is through the reward and compensation system (Noe et al, 2009). Retention of quality employees requires renewed approach to rewards as labour market remains competitive. A good compensation system has positive impact on implementation of TQM (Allen and Kilmann, 2001). Deming (1986), however, considers recognition rather than reward as important. Rewards are viewed as being inhibitive of teamwork as it focuses on the individual (Snell and Dean, 1994). However, reward and recognition system should be such that it supports TQM. It should harness teamwork, commitment, involvement, and not individual (Yang 2006). Special recognition and rewards can be monetary or non-monetary, formal or informal, individual or group. Rewards should lead to behavior that increases customer satisfaction and quality. Recognition provides a visible means of promoting quality based on measureable objectives (Evans, 2008).

Ehigie and Akpan (2005) in their studies did not find a positive relationship between reward level and TQM implementation. However, they found that when rewards are accompanied by desirable leadership, the employees are motivated to support the TQM program. Thus, an alignment between reward systems and TQM programs implementation is necessary (Ehigie and Akpan, 2005). Deming (1986) advocates for award schemes as a way of recognizing outstanding performance or achievement. These awards may involve prizes with financial value but the purpose of these schemes is to provide public recognition. Goetsch and Davis (2013) say that employees need to be recognized for their contribution. Yang (2006) reveals that incentive compensation has greatest effect on many TQM programs such as the adoption of usage of SQC, customer service system, daily management, and culture change and development. The most successful compensation systems combine both individual and team pay (Goetsch and Davis, 2013). Rewards should be proportional to performance (Goetsch and Davis, 2013). Therefore, employees must cooperate and share knowledge so that the entire

group can meet its performance targets. Group incentives include gain sharing, bonuses, and team awards (Noe et al, 2009). Extrinsic and intrinsic rewards are key to sustained individual efforts (Evans and Lindsay, 2008).

Quality organizations use quality measures such as customer satisfaction, defect prevention, and cycle time reduction to make compensation decisions (Evans and Lindsay, 2008). Compensation for individuals may be tied to the acquisition of new skills, often within the context of a continuous improvement program (Evans and Lindsay, 2008). Sincere non-monetary recognition is valued more by employee, than money or gifts, which can often create resentment (Evans and Lindsay, 2008). Deming (1986) focus on "pride and Joy" is reinforced by recognition of employees' efforts. Evans and Lindsay (2008) identify key practices that lead to effective employee recognition and rewards: giving both individual and team awards; involving all employees; tying rewards to quality based on measurable objectives; allowing peers and customers to nominate and recognize superior performance; publicizing extensively; and making recognition fun.

Leadership is possibly the most important element in TQM. It appears everywhere in organization. Leadership in TQM requires the manager to provide an inspiring vision, make strategic directions that are understood by all and to instill values that guide subordinates. For TQM to be successful in the business, the supervisor must be committed in leading his employees. A supervisor must understand TQM, believe in it and then demonstrate their belief and commitment through their daily practices of TQM. The supervisor makes sure that strategies, philosophies, values and goals are transmitted down throughout the organization to provide focus, clarity and direction. A key point is that TQM has to be introduced and led by top management. Commitment and personal involvement is required from top management in creating and deploying clear quality values and goals consistent with the objectives of the

company and in creating and deploying well defined systems, methods and performance measures for achieving those goals. Top management support is the single most important factor needed for implementation of TQM for IS and better quality of services is presumed to be the most important benefit realized by the firm (Siddiqui and Rahman, 2006). However, it should be noted that sometimes, TQM is not directly absorbed by managers, but they tend to see it from the technical point of view, being aware only of the importance of its "hard" aspects (Psychogios and Priporas, 2007).

One way of seeing quality is to define it as conformity, consistency, or the reduction/absence of variation. This means that quality implies the existence of systematized planning, routine making and checks, capable of keeping processes within predetermined limits. Strategic quality plans are the glue that holds companies' quality effort together (Garvin, 1991). As is the case in any process instigated by management and put into action from the top down, planning follows a track. That is, there no place for out-of-the-box thinking, or seeking solutions that is not part of the plan. In this sense, quality management can be taken to mean rigorous planning and reduction of uncertainty.

The recourse to plans, programs, multi-point data checklists, or statistical control systems is the most visible part of quality's management by planning. The process of the planning itself enables organizations to identify their customers' needs and requirements, prioritize their requirements, make employees fully aware and become committed to the quality goals of their organizations (Harrington, 1997). Recently, it has been argued that Enterprise Resources Planning systems implementation can be successful if it is preceded by a TQM focus (Li et al., 2008). One way of seeing quality is to define it as conformity, consistency, or the reduction/absence of variation.

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2.3 Employee's Training and service delivery

It is important to jointly involve employees and management in order to promote ownership and commitment. As these elements are put in place, training plays a key role in developing the skills necessary to allow continual employee involvement and empowerment. For example, introducing employees to different statistical techniques provide them with the means for quantitatively monitoring shop floor operations. In addition, concepts such as suggestion systems and the provision of problem-solving techniques allow for increased involvement. As employees grow in their knowledge and problem-solving ski11s, management typically respond by providing increased levels of empowerment.

As reported by Besterfield (2008), employee training plays an important role for organizations so as to improve employee skills and their work flow, as well as accelerating organizational performance that provide quality and customer satisfaction. Thus, quality management at all levels should require adequate education and training that is able to contribute to ongoing quality improvement process and development of products. Training and development is fundamental in the implementation of TQM programs (Basu 2004;Goetsch and Davis 2013; Yang 2006). Training employee in areas such as adoption of new quality concepts, the set up and practices of customer satisfaction systems, the use of statistical quality control, and change of organizational culture is vital for successful implementation of quality programs (Shahraki et aI, 2011; Yang, 2006). Training and development programs are popularly used by ISO certified firms (Renuka and Ven Kateshwara, 2006). One of Deming's 14 points was that all employees must be trained in improvement techniques. Organizations that have embraced TQM practices should invest in training, a continuous process of training (Basu, 2004; Goetsch and Davis 2013).

The training program for TQM system should be objective, that is, focus on the quality concepts of customer satisfaction, quality control, change of culture, zero defects and efficiency (Shahraki et al, 2011; Yang, 2006). Evans and Lindsay (2008) state that training should focus on quality awareness, leadership, project management, communication, teamwork, problem solving, interpreting using data, meeting customer requirements, process analysis, process simplification, waste reduction, and error proofing, cycle time reduction and other issues that affect employee effectiveness and efficiency in realizing the quality goals.

In total quality environment, employees need to understand the goal of customer satisfaction to be given training and responsibilities to achieve this goal. The area of training should be concentrated on the principles of TQM, the use of TQM tools and problem solving

techniques (Clinton et al, 1994). Training should relate specifically to the job performed by those being trained, and it should have immediate practical application on the job (Goetsch and Davis, 2013).

Employees from the top to bottom of an organization should be provided with right level of training and development in order to ensure they have the right knowledge of the tools and techniques appropriate for their jobs (Basu, 2004).Goetsch and Davis (2013) advances that training can either be in house training which includes on-the-job training, In-house seminars, workshops, and on-site e-learning. Training can also be external which includes college or university courses, workshops and seminars provided by training organization, correspondence courses, vendor-sponsored training, and professional associations. Goetsch and Davis (2013) further advocates for corporate training which revolves around the concept of superior value in terms of quality, cost, and service.

According to Juran (1989) managers should be well trained in Juran's Trilogy: quality planning; quality control; and quality improvement. He emphasizes on continuous education on quality and encourages the need to invest in training at all levels of the organization (Basu, 2004, Juran, 1989). Deming (1986) advocated for instituting training onthe job. Hence organizations should become learning organizations with a willingness to share knowledge.

Further, Deming (1986) states that staff should be encouraged to seek higher educational qualifications and organizations should become knowledge-based (Basil, 2004). An integral part of the total quality implementation is the harnessing of the skills of the people within the organization (Kehoe, 1996). Employees should be prepared for TQM implementation through training programs on the principles of TQM (Shahraki et al 2011). The benefits of training on TQM programs implementation include fewer production errors, increased productivity,

improved quality, better response to change, better team work and reduced costs (Goetsch and Davis, 2013).

2.4 Organizational/institutional culture and service delivery

Organizational culture consists of the beliefs, values, norms, customs and practices of the organization (Ott, 1989). Schein (1992) defined the concept as a system of norms, shared values, concerns, and common beliefs that are understood and accepted by the members of the organization. The members of the organization accept these as valid, follow them and teach them to incoming members as a pattern to be followed for problem solving and as required thinking style and behavior. Newcomers to an organization may bring with them prior expectations about the culture when they join,but culture is also transmitted to new arrivals by established staff, sometimes explicitly but more often implicitly. The organizational culture is shaped and articulated not just by individuals but also by new and old organizational features. The organizational structures, routines, command and control expectations, and operational norms all have influence (Langfield-Smith, 1995).

TQM can have a dramatic impact on the culture of an organization (Deming, 1986; Juran, 1989; Hackman and Wageman, 1995; Lawler et al., 1998; and Flood, 1993). TQM is a management approach in which the application of practices such as teamwork, internal customer relationship, and supplier partnership are tools for cultural transformation, and involves a major cultural change in the organization (Entrekin and Pearson, 1995). TQM is a complete change in an organization's culture and the way people behave at work. On the other hand, organizational culture appears to be a crucial factor in understanding the ability of any organization to perform and compete (Peters and Waterman, 1982; Cicmil and Keka ̈le, 1997; and Deal and Kennedy, 1982) and some work in health care confirms this (Gerowitz et al., 1996, 1998). This is especially an issue in health care institutions such as hospitals where

individual health care services provided by a group of providers such as doctors, nurses and clinicians with different cultural values. Interaction between internal and external customers of health care organizations is vital for providing quality services. Organizational culture is a major variance-causing factor in TQM implementation programs that inhibits or allows the success of such a program. A number of studies have highlighted that culturalvariables drive TQM success (Kujala and Lillrank, 2004; De Cock, 1998; Galperin, 1995; Katz et al., 1998; Nasierowski and Coleman, 1997; Tata and Prasad, 1998; Dean and Bowen, 1994; Hackman and Wageman, 1995; Powell, 1995; Sahney and Warden, 1991; and Metri, 2005). TQM programs are more likely to succeed if the prevailing organizational culture is compatible with the values and basic assumptions proposed by the TQM discipline (Kujala and Lillrank, 2004). The success of TQM as an organizational change will depend a lot on the organizational culture. Successful implementation of TQM requires a significant change in values, attitudes and culture of the organization. Many organizations place great attempts by shaping their cultures as a means of improving organizational fitness (Deal and Kennedy, 1999).

Once an organisation has defined its values, they beget the organizational norms, guidelines or expectations that prescribe appropriate kinds of behaviour by employees in particular situations and control the behaviour of organizational members towards one another (Black, 2003). Corporate culture in most cases is driven by the senior management of the firms. While every employee might need to subscribe to certain culture deeming appropriate for the firm, it is the senior management that may determine the corporate culture (Oruma, 2014). The senior management may wish to impose corporate values and standards of behaviour that specifically reflect the objectives of the organization (Bahri et al. 2012). However it is also important to note that an existing internal culture also exists within the workforce. Work-groups within the organization have their own behavioural quirks and interactions which, to

an extent, affect the whole system (Salaheldin, 2009). There are numerous research papers where organizational culture is seen to be one of the major causes of failure in a TQM program (Erkutlu, 2011). According to Wali and Boujelbene (2011) organisational culture defines the innovation orientation of the firm.

With an orientation that is not supportive of innovations such as those proposed under TQM, there are challenges in implementation. Additionally other aspects of organizational culture such as stability orientation, results/outcome orientation, people orientation and communication orientation, will determine the adoption of TQM. Based on the expected outcomes of TQM, an organizational culture that is outcome oriented will easily adopt TQM measures (Wali & Boujelbene, 2011).

It is based on this relationship that Oruma (2014) suggests that an organization must come up with quality culture that must be integrated with other dimensions of culture if it has to succeed in TQM management. Organizational quality culture influences TQM implementation process as it communicates quality practices and norms that employees are expected to engage in.

According to Jamali et al. (2010), organization quality culture affects the employee's beliefs in implementation of TQM. An organization needs to create organization culture where employees understand and are encouraged to participate in quality management programs. In support of this assertion, Sallys (2012), through his study on TQM in education in USA, found that TQM requires a change of culture which is notoriously difficult to bring about and takes time to implement. It requires a change of attitudes and working methods. Staff needs to understand and live the message if TQM is to make an impact.

Strong organizational culture is said to exist where staff respond to stimulus because of their alignment to organizational values (Moono & Kasongo, 2010). Conversely, there is weak

culture where there is little alignment with organizational values and control must be exercised through extensive procedures and bureaucracy (Moono & Kasongo, 2010). Where culture is strong, people do things because they believe it is the right thing to do.

2.5 Management Information Systems (MIS) and service delivery

According to Kornkaew (2012), an MIS is a collection of manpowers, tools, procedures and software to perform various business tasks at various levels in the organisation. Pathfinder International (2016) defines MIS as a set of processes or a system designed by organizations to collect, tabulate, and interprete data and information in an organized manner to provide a broad picture of the services a program renders and to guide management decisions. MIS comprises four elements: actors who take decisions on the project; data and information that is useful for decision-making; procedures that determine how the actors relate to the data; and tools that facilitate the collection, analysis, storage, and dissemination of the data(Rajalahti, Woelcke, & Pehu, 2005).

MIS allows managers to plan, monitor, and evaluate operations and performance by use information collected. Managers' decsision making in organizations isaided by a decision support system (DSS) which is a copmpnent of MIS- a computer based system (an application program) capable of analyzing an organizational (or business) data and then presents it in a way that helps the user to make business decisions more efficiently and effectively (Nowduri, 2012). Information generated by MIS enables managers to plan and oversee organizational activites effectively, and make strategic and wise choices that shape the organization's vision and mission.

According to Drucker (1974), a true guru of management thought and practice, ―the communication gap within institutions and between groups in society has been widening steadily to a point where it threatens to become an unbridgeable gulf of total

misunderstanding‖. Having said that, he provides an easily understood and simple approach to help communicate the strategy, vision and action plans related to TQM.

Communication is defined as the exchange of information and understanding between two or more persons or groups. According to Schmidt Finnigan (1993), the factor of communication helps to give others confidence as well as provide encouragement and share the risks. Apart from that, what needs to be in communication is the willingness to listen and learn. According to Apgar (1999), a system able to compete is informative, voice operated, involving two-way communication between employees and management and between organizations with the consumer.

According to Chase (1993), good communication will result in reducing ones fear as this will allow TQM to be more approachable. According to Deming (1986) most management systems do not embrace TQM due to fear of its outcomes. Driving out fear will therefore enable the management to change towards supporting TQM implementation. Kanji et al. (1993), indicated that communication is a part of the cement that hold together the bricks of the total quality process. Good communication and feedback systems are very important in conveying ideas to management and to incorporate the necessary change required (Sanders, 1994). According to Larkin and Larkin (1994) the best way to communicate is through: Direct Communication between employees and supervisors through face-toface communication.

Innovationis necessary to maintain quality that addresses client needs in order to sharpen the organization's adaptive skills and exercise its exploratory learning. The quest for quality requires reduced unwanted variation in products or services and adherence to predetermined standards. However, there should be a balance between innovation and standardization (Oakland, 1993) as TQM means continuous improvement. Pursuit of new technology for

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strategic advantage, whether by designing and introducing new products or services, or by creating innovative work processes, is critical for TQM success.

TQM is an informationintensive management. Information plays a vital role as all quality improvement activities are based on informed decision-making (Terziovski et al., 1996). A company's database must be comprehensive and cover all critical areas such as customers, suppliers, employees and projects/processes (Flynna et al., 1994). As managing quality generates a great deal of data, it is important to determine what data types are worth keeping and how to organize them into an easily accessible structure. The databases must be able to facilitate different data manipulation and in-depth analysis to fulfill information requirements of each level (strategic, tactical and operational) of decisionmaking activities (Zahedi, 1998).

2.6 Theoretical framework

Deming introduced the concept of variation into organizations and also approach to problem solving, which later became known as the Deming or PDCA cycle. Deming encouraged organizations to adopt a systematic approach to problem by PDCA cycle (Plan, Do, Check, Act). He also pushed top management to become actively involved in their organizations quality improvement programmes.

Deming produced his 14 points for management, in order for people to understand and implement the necessary transformation. Deming said that the adoption of and action on, the 14 points are a signal that management intend to stay in business. These points apply to small or large organizations. Demings 14 points to management includes: constancy of purpose, the new philosophy, cease the mass inspection and lowest price purchasing. Constantly improve systems, train every one, institute leadership, drive out fear, break down barriers, eliminate exhortations, eliminate targets, permit pride of workmanship, encourage education and top

management_s commitment. Deming summarised his works into what is known as system of profound knowledge. It describes four interrelated parts; Appreciation for a System which emphasizes the need for manager to understand the relationship between functions and activities. Everyone should understand that the long term aim is for everybody to gain employees, shareholders, customers, suppliers and the environment. Failure to accomplish the aim causes loss to everybody in the system.

Joseph Juran has explained his model of quality improvement on the basis of three universal processes which have been popularly named Juran Trilogy. He focused on quality controls, quality planning and quality improvement. According to Juran quality control is the integral part of management control. He believes that quality does not happen by accident, it must be planned and that quality planning is part of the trilogy of planning, control and improvement. Juran argues that the key elements in implementing an organizations wide strategic quality planning are intern seen as identifying customers and their needs, establishing optimal quality goals, creating measurements of quality, planning processes capable of meeting quality goals under operating conditions and producing continuing results in improved market share, premium prices and a reduction of error rates in the office and factory.

Feigenbaum is the originator of total quality control. He sees quality control as a business method rather than technically and believes that quality has become the single most important force leading to organizational success and growth.

He strove to move away from the then primary concern with technical methods of quality control, to quality control as a business method. He emphasized the administrative view point and considered human relations as a basic issue in quality control activities. He stressed that quality does not mean best but best for the customers and the selling price. The word control in quality represents a management tool with 4 steps namely: setting quality standards,

appraising conformance to these standards, acting when standards are exceeded and planning for improvements in the standards.

This study is based on these three theories in that: it takes all the organizations' systems and effort to have a successful adoption of TQM through systematic approach to problem solving, planning and customer focus.

2.7 Conceptual Framework

The study was guided by a conceptual framework in a diagrammatic representation containing all variables and indicators

Figure 2.1 Conceptual Framework

Independent variables   **Moderating Variables**

Management support

-Employee involvement

-Motivation of employee

-Strategic planning

-Corruption

Employee's Training

-Needs Analysis
-frequency of on-job training
-Employee skills on TQM

Dependent variable

ADOPTION OF TQM IN SERVICE DELIVERY.

- Relevant services
-Reliable services

Organizational/institutional culture

- Flexibility to change
-efficiency
-Team work

−Accreditation (KEBS)
- Policy

Management information system

-Communication
-Information Technology
- Usability

Intervening Variable   **Extraneous variables**

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2.8 Summary of the Literature Review

The chapter looked at the factors that influence the adoption of TQM in the service delivery by NGOs in Kenya such as management support, employee training, organizational culture and management information system Also, various scholars have been discussed about their opinions and researches on factors that influence the adoption of TQM. The chapter also focused a theory that relate to the topic and a conceptual framework of a diagram.

2.9 Knowledge gap

Total quality management is well documented however, there is little literature on TQM and its application to NGOs above all, there is no literature on how management commitment, employee training, organizational culture and management information system influence the adoption of TQM in NGOs in Kenya and more specifically a case of Ace Africa NGO operating in Bungoma county.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter comprised of the research methodology that was used in the study, this includes research design, target population, sample size, sampling procedures, research instruments, validity and reliability of research instruments, data collection procedures, data analysis techniques, ethical issues and operational definition of variables.

3.2 Research Design

This study employed a descriptive survey research design. Which allowed researcher to gather information, summarize, present and interpret data for the purpose of clarification Orodho, (2003). The descriptive survey research is intended to produce statistical information about aspects of factors influencing the implementation of total quality management in the delivery of services by NGOs in Kenyathat interest policy makers and other stakeholders. The descriptive research design was suitable because the researcher collect data and report it the way the situation was without manipulating any variables.

3.3 Target population

According to Mugenda (2003), target population is the total number of elements that researcher specifies in his or her research. The target population for this research was all staff members of Ace Africa which included project managers, M&E officers, project field officers, volunteers, and interns totaling to199.

3.4 Sampling size and sampling procedures

In this section, the researcher discussed the sample size and sampling procedures as used in the study.

3.4.1 Sample size

A sample is a small proportion of an entire population; a selection from the population (Kothari 2004). The study adopted a census study since the sampling frame is small. According to Israel (1992), census study is attractive for small populations (200 or less), and therefore all the staff of 199 was considered for the study as the sample size for the study.

3.4.2 Sampling procedures

Sampling is a procedure, process or technique of choosing a sub-group from a population to participate in the study. It is the process of selecting a number of individuals for a study in such a way that the individuals selected represent the large group from which they were selected (Mugenda & Mugenda, 1999).

Since the population is small, a census study was adopted whereby the entire population of 199 was considered for the study. According to Cooper and Schindler (2007) a census is feasible when the population is small and necessary when the elements are quite different from each other. When the population is small and variable, any sample drawn may not be representative of the population from which it is drawn.

Table 3.1: No of respondents from Ace Africa

Ace Africa	Frequency
Project managers	2
M&E officers	5
Project field officers	119
Volunteers	63
Interns	10
Total	**199**

3.5 Research Instruments

This study used questionnaires and interview shedule in collecting data. A questionnaire is a research instrument that gathers data over a large sample Kombo & Tromp (2006). The questionnaires that were used in this research consisted of structured and open-ended questions. Matrix questions in likert scale was also used to determine levels of agreement or disagreement of items of analysis.

3.6 Piloting of instruments

Pilot test was conducted to detect weakness in design and instrumentation and to provide alternative data for selection of a probability sample (Mugenda & Mugenda, 2008). A minor study called pilot study was conducted in APA organization to standardize the instruments before the instruments is used for actual data collection. This study was not included in the final analysis of the data.

3.6.1 Validity of Research Instruments.

The validity of a test is a measure of how well a test measures what it is supposed to measure Kombo (2006). Validity of an instrument is determined by the presence or absence of in data in non-random error which has a consistent boosting effect on the measuring instrument Mugenda and Mugenda, (2003). The validity of research instruments was established by research expert before data collection in the field. My supervisor went through my instruments to assert the validity.

3.6.2 Reliability of research instruments

Reliability refers to the measure of degree to which a research instrument yields consistent results or data after repeated trials. Reliability is influenced by random error so that when random error increases, reliability decreases. Random error is the deviation from a true measurement due to factors that have not effectively been addressed by the researcher, Mugenda and Mugenda (2003). In order to establish the reliability of the instrument the researcher conducted a pilot study. The test-retest method of assessing reliability was used in which it involved administering the same instrument twice to the same group of subjects after a carefully considered time lapse between first and second test. The researcher used Pearson product moment formula to calculate the coefficient of correlation.The coefficient of reliability was found to be 0.8 which was found to be high to be considered.

3.7 Data Collection Procedures

The researcher got research permit from the national council of science and technology (NCST) then proceeded to make appointments with the selected subjects. The researcher attached a cover letter to the questionnaire requesting the respondents to participate in the study. The questionnaires was administered by the researcher himself.

3.8 Data Analysis and Presentation

Data analysis refers to the examination of the coded data critically and making inferences Kombo and Tromp, (2006). Data was cleaned/edited, coded then, analyzed and interpreted using descriptive statistical techniques. Friquencies, percentages, was computed using SPSS. Tables was used in the presentation of results for visual display.

3.9 Ethical considerations

The researcher assured the respondents of the confidentiality of the information they provided, including their own personal information. The respondents were also informed of the purpose of the study before data is collected from them.

3.10 Operational definition of variables

There are two variables that was considered in the study, the independent and dependent variables. The independent variables in the study are: Management support, employee training, organizational culture, and management information system. The dependent variable was the adoption of TQM principles by NGOs in Kenya.

Objectives	Variables	Indicators	Measurement scale	Descriptive Analysis
The influence of management support on the adoption of TQM in service delivery by NGOs in Kenya	**1.Independence V** ● Management support **2.Dependence V** ● adoption of TQM	-Employee involvement -employees motivation -Strategic planning	**1.**Nominal 2.Ordinal	-Frequencies -percentages

The influence of employee training on the adoption of TQM in service delivery by NGOs in Kenya	**1 Independence V** employee training
	
	2.Dependent V adoption of TQM
		- Needs Analysis
		-frequency of on-
		  job training
		
		-Employee skills
		  on TQM
			Nominal
			
			Ordinal
				Descriptive Analysis
				
				-Frequencies
				-percentages

The influence of organizational culture on the adoption of TQM in service delivery by NGOs in Kenya	**1 Independence V** organizational culture **2.Dependence V** adoption of TQM	- Flexibility to change -efficiency -Team work	Nominal Ordinal	Descriptive Analysis -Frequencies -percentages
The influence of management information system on the adoption of TQM in service delivery by NGOs	**1 Independence V** management information system **2.Dependent V** adoption of TQM	-Communication -Information technology - Usability -	Nominal Ordinal	Descriptive Analysis -Frequencies -percentages

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF THE FINDINGS

4.1 Introduction

The results of the data analysis are presented in this chapter. Data has been organized and presented as per the objectives of the study and demographic information captured at the beginning of the analysis. The study was guided by the following objectives; Management support, employee training, organizational culture, and management information system and their influence of the adoption TQM principles.

4.2 Questionnaire Return Rate

Table 4.1 contains the rate at which the questionnaires were returned after dispatch to the sampled respondents.

Table 4.1: Questionnaire Return Rate

Questionnaire		percentage
Delivered	197	100
Returned	195	99
Missing	2	1

Out of 197(100%) questionnaires that were delivered to respondents 195 (99%) were returned dully filled while 2(1%) were not returned. These were considered adequate for this analysis.

4.3 Demographic Information of Respondents

In this part, general information of respondents was analyzed by use of frequencies and percentages for age of respondents, gender, level of education and job title.

4.3.1 Present age of participants

The study sought to know the age of respondents. This was important to determine the age variation at Ace Africa. Table 4.2 summarizes the results

Table 4.2 Present Age of Respondents

Present Age	Frequency	percentage
21-30	58	30
31-40	80	41
41-50	52	27
Above 50	5	3
Total	**195**	**100**

Out of 195(100%), 58(30%) were aged between 21- 30, 80(41%) were aged between 32-40, 52(27%) were aged between 41-50 and only 5(3%) were above 50 years old.

4.3.2 Level of education for the participants

The researcher wanted to know about the level of education of all the respondents. The result is tabulated in the table 4.3 below

Table 4.3 Level of education of Respondents

Present Age	Frequency	percentage
Secondary	68	35
Middle level college	108	55
University	19	10
Total	**195**	**100**

Out of 195(68%) had secondary school qualifications, 108(55%) had middle level qualification while 19(10%) had university education

4.4 Management support and the adoption of TQM principles in service delivery.

This section looked at how management support influences the adoption of TQM principles, among the indicators to be discussed include; employee involvement, motivation and strategic planning.

4.4.1 Employee involvement

The researcher wanted to know the opinion of respondents about whether or not the involvement of the employees in the organization promoted service delivery. Therefore, respondents were asked to state how much they agreed or disagreed. The results are tabulated in table 4.4 below.

Table 4.4 Effective employee involvement

Level of agreement	Frequency	percentage
strongly disagree	84	43
Disagree	74	38
neither agree nor disagree	16	8
agree	17	9
strongly agree	3	2
Total	**195**	**100**

Out of 195(100%), 84(43%) strongly disagreed, 74(38%) disagreed, 16(8%) neither agreed nor disagreed, 17(9%) agreed, while 3(2%) strongly agreed.

The results in table 4.4 shows that majority of the respondents 84(43%) strongly disagreed that there was employee involvement in the organization. A research done by Naidu, et al, (2006) stated that the involvement of the people in the organization will ensurethe successof TQM program. Therefore, lack of involvement of employee will have negative consequences on the success of projects

4.4.2 Employee motivation

The researcher sought to know the opinion of respondents about whether or not the organization motivated the employees Therefore, respondents were asked to state how much they agreed or disagreed with the statement that there was effective employee involvement. The results are tabulated in table 4.5 below.

Table 4.5 There is effective employee motivation

Level of agreement	Frequency	percentage
strongly disagree	73	38
Disagree	89	46
neither agree nor disagree	15	8
agree	14	7
strongly agree	3	2
Total	**195**	**100**

Out of 195(100%), 73(38%) strongly disagreed, 89(46%) disagreed, 15(8%) neither agreed nor disagreed, 14(7%) agreed, while 3(2%) strongly agreed.

The results in table 4.5 shows that majority of the respondents 73(38%) strongly disagreed that there was employee motivation in the organization. A research done byGoetsch and Davis, (2013)shows that of employee motivation is an essential factor for the success of the project.

4.4.3 Effective organization strategic planning

The researcher sought to know the opinion of respondents about whether or not the organization had a strategic plan. Therefore, respondents were asked to state how much they agreed or disagreed with the statement that there was effective strategic plan. The results are tabulated in table 4.6 below

Table 4.6 There is effective organizational strategic planning

Level of agreement	Frequency	percentage
Strongly disagree	13	7
Disagree	52	27
neither agree nor disagree	72	37
agree	58	30
Total	**195**	**100**

Out of 195(100%), 13(7%) strongly disagreed, 52(27%) disagreed, 72(37%) neither agreed nor disagreed while 58(30%) agreed.

The results in table 4.6 shows that majority of the respondents 72(37%) neither agreed nor disagreed that the organization had an effective strategic plan. A research done byEvans and Lindsay,(2008) shows that lack of strategic plan can be detrimental in the success of the project.

4.5: Employee training and the adoption of TQM principles

This section looked at the employee training and the adoption of the TQM principles, among the measures used in this section include; Staff needs Assessment, On job training, knowledge on TQM.

4.5.1 Staff needs Assessment

The researcher sought to know the opinion of respondents about whether or not the organization had a framework to assess the needs of the staff. Therefore, respondents were asked to state how much they agreed or disagreed with the statement that there was effective framework for needs assessment. The results are tabulated in table 4.7 below

Table 4.7 There is effective staff need assessment

Level of agreement	frequency	percentage
Strongly disagree	46	24
Disagree	69	35
Neither agree nor disagree	68	35
Agree	4	2
Strongly agree	8	4
Total	**195**	**100**

Out of 195(100%), 46(24%) strongly disagreed, 69(35%) disagreed, 68(35%) neither agreed nor disagreed while 4(2%) agreed and 8(4%) strongly agreed.

The results in table 4.7 shows that majority of the respondents 69(35%) disagreed that there was effective framework for staff needs assessment. As reported by Besterfield (2008), employee training plays an important role for organizations so as to improve employee skills

and their work flow, as well as accelerating organizational performance that provide quality and customer satisfaction.

4.5.2 On job training

The researcher sought to know the opinion of respondents about whether or not the organization had a framework for on-job training. Therefore, respondents were asked to state how much they agreed or disagreed with the statement that there was effective framework for on job training. The results are tabulated in table 4.8 below

Table 4.8 There is sufficient on job training

Level of agreement	Frequency	percentage
Strongly disagree	80	41
Disagree	103	53
Agree	6	3
Strongly agree	6	3
Total	**195**	**100**

Out of 195(100%), 80(41%) strongly disagreed, 103(53%) disagreed, 6(3%) agreed while 6(3%) strongly agreed

The results in table 4.8 shows that majority of the respondents 103(53%) disagreed that there was effective framework for on training. A research by Kehoe, (1996) stated that an integral part of the total quality implementation is the harnessing of the skills of the people within the organization and training them accordingly.

4.5.3 Sufficient knowledge on TQM

The researcher sought to know the opinion of respondents about whether or not the staff have knowledge on TQM. Therefore, respondents were asked to state how much they agreed or disagreed with the statement that there was sufficient knowledge on TQM in the organization. The results are tabulated in table 4.9 below.

Table 4.9 There is sufficient knowledge on TQM

Level of agreement	Frequency	percentage
Strongly disagree	152	78
Disagree	15	8
Neither agree nor disagree	12	6
Agree	10	5
Strongly agree	6	3
Total	**195**	**100**

Out of 195(100%), 152(78%) strongly disagreed, 15(8%) disagreed, 12(6%) agreed, 10(5%) agreed and while 6(3%) strongly agreed.

The results in table 4.9 shows that majority of the respondents 152(78%) strongly disagreed that the organization had staff with sufficient knowledge on TQM. A research by Basu 2004; Goetsch and Davis 2013; Yang (2006) stated that an integral part of the total quality implementation is the training and harnessing the staff on TQM skills.

4.6 Organizational/institutional culture and the adoption of TQM principles

This section looked at the organizational/institutional culture and the adoption of the TQM principles, among the measures used in this section include; flexibility in organizational culture, efficiency and teamwork.

4.6.1 Flexible Organizational Culture

The researcher sought to know the opinion of respondents about whether or not the culture of the organization was flexible to dynamism. Therefore, respondents were asked to state how much they agreed or disagreed with the statement on flexibility of the culture. The results are tabulated in table 4.10 below

Table 4.10 There is Flexible Organizational Culture

Level of agreement	Frequency	percentage
Strongly disagree	172	88
Disagree	9	5
Neither agree nor disagree	6	3
Agree	5	3
Strongly agree	3	2
Total	**195**	**100**

Out of 195(100%), 172(88%) strongly disagreed, 9(5%) disagreed, 6(3%) neither agreed nor disagreed while 5(3%) agreed while 3(2%)strongly agreed.

The results in table 4.10 shows that majority of the respondents 172(88%) disagreed that there was flexible organizational culture in the organization. A research done by Flood, (1993) shows that lack of staff flexibility in the culture of the organization will shy positive changes geared towards success of projects.

4.6.2 Efficiency

The researcher sought to know the opinion of respondents about whether or not the organizational culture promoted efficiency. Therefore, respondents were asked to state how much they agreed or disagreed with the statement on promotion of efficiency by the culture. The results are tabulated in table 4.11 below.

Table 4.11 Organizational culture promoting efficiency

Level of agreement	Frequency	percentage
Strongly disagree	160	82
Disagree	5	3
Neither agree nor disagree	15	8
Agree	8	2
Strongly agree	7	4
Total	**195**	**100**

Out of 195(100%), 160(82%) strongly disagreed, 5(3%) disagreed, 15(8%) neither agreed nor disagreed while 8(2%) agreed while 7(4%)strongly agreed.

The results in table 4.11 shows that majority of the respondents 160(82%) strongly disagreed that there was organizational culture promoted efficiency in the organization. A research done by Lawler et al., 1998 shows that organizational culture should enhance the better utilization of available organizational resources, lack of which will influence the outcomes of the project negatively. With lack of organizational culture to enhance efficiency, the organization can hardly achieve project success.

4.6.3 Teamwork

The researcher sought to know the opinion of respondents about whether or not the organizational culture teamwork. Therefore, respondents were asked to state how much they agreed or disagreed with the statement on promotion of teamwork by the organizational culture. The results are tabulated in table 4.12 below.

Table 4.12 Organizational culture enhances teamwork

Level of agreement	Frequency	percentage
Strongly disagree	97	50
Disagree	46	24
Neither agree nor disagree	6	3
Agree	43	22
Strongly agree	3	2
Total	**195**	**100**

Out of 195(100%), 97(50%) strongly disagreed, 46(24%) disagreed, 6(3%) neither agreed nor disagreed while 43(22%) agreed while 3(2%) strongly agreed.

The results in table 4.12 shows that majority of the respondents 97(50%) strongly disagreed that there was organizational culture promoted teamwork in the organization. A research done by Wageman, 1995 shows that organizational culture should enhance team work in order to achieve success in the project. The results in table 4.12 shows that the organizational culture did not stir teamwork there, the achievement of results can equally be difficult.

4.7 Management information systemand the adoption of TQM principles

This section looked at the management information system and the adoption of the TQM principles, among the measures used in this section included; Communication,Information Technology and usability of MIS.

4.7.1 Communication

The researcher sought to know the opinion of respondents about whether or not the organization had an effective communication. Therefore, respondents were asked to state how much they agreed or disagreed with the statement that there is effective communication. The results are tabulated in table 4.13 below

Table 4.13 There is effective communication

Level of agreement	Frequency	percentage
Strongly disagree	158	81
Disagree	23	12
Neither agree nor disagree	6	3
Agree	5	3
strongly agree	3	2
Total	**195**	**100**

Out of 195(100%), 158(81%) strongly disagreed, 23(12%) disagreed, 6(3%) neither agreed nor disagreed, 5(3%) agreed while 3(2%) strongly agreed

The results in table 4.13 shows that majority of the respondents 158(81%) strongly disagreed that there was effective communication in the organization. According to Drucker (1974), a true guru of management thought and practice, the communication gap within institutions and between groups in society has been widening steadily to a point where it threatens the success

of projects. The scholar emphases on the primacy of communication in the performance of institutions.

4.7.2 Information Technology

The researcher sought to know the opinion of respondents about whether or not the organization had an effective utilization of information technology. Therefore, respondents were asked to state how much they agreed or disagreed with the statement that there is effective utilization of information technology. The results are tabulated in table 4.14 below

Table 4.14 Effective utilization of information in the organization

Level of agreement	Frequency	percentage
Strongly disagree	77	40
Disagree	76	39
Neither agree nor disagree	16	8
Agree	12	6
Strongly agree	14	7
Total	**195**	**100**

Out of 195(100%), 77(40%) strongly disagreed, 76(39%) disagreed, 16(8%) neither agreed nor disagreed, 12(6)6% agreed while14(7%) strongly agreed

The results in table 4.14 shows that majority of the respondents 70(36%) strongly disagreed that there was effective utilization of information technology in the organization. According to Schmidt Finnigan (1993), information technology helps to give the organization a path in the management information system that. Information technology makes work easier

compared to traditional means, lack of intergration of IT in the management will reduce chances of achieving the results.

4.7.3 MIS usability

The researcher sought to know the opinion of respondents about whether or not there was an effective MIS with high usability. Therefore, respondents were asked to state how much they agreed or disagreed with the statement of a highly usable MIS. The results are tabulated in table 4.15 below

Table 4.15High usable MIS in the organization.

Level of agreement	Frequency	percentage
strongly disagree	70	36
Disagree	28	7
neither agree nor disagree	47	24
Agree	50	26
Total	**195**	**100**

Out of 195(100%), 70(36%) strongly disagreed, 28(7%) disagreed, 47(24%) neither agreed nor disagreed while 50(26%) agreed.

The results in table 4.15 shows that majority of the respondents 70(36%) strongly disagreed about having an effective and highly usable MIS in the organization. According to Schmidt Finnigan (1993),managementinformation system should be customerzed to suit an organization in order to increase it usability.

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CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter covers summary of the findings, conclusions drawn from the study as well as recommendations based on the study findings and suggestions for further studies.

5.2 Summary of findings

This study sought to find out factors influencing the adoption of total quality management principles by NGOs in Kenya.The results in table 4.4 which was on employee involvement, showed that majority of the respondents 84(43%) strongly disagreed that there was employee involvement in the organization. According to a research by Naidu, et al, (2006) involvement of the people in the organization will ensure the success of TQM program. Therefore, lack of involvement of employee will have negative consequences on the success of projects. The results in table 4.5 which was of employee motivation showed that majority of the respondents 73(38%) strongly disagreed that there was employee motivation in the organization.

A research done by Goetsch and Davis, (2013)showed that of employee motivation is an essential factor for the success of the project. Therefore, with lack of employee motivation, positive results can hardly be achieved.The results in table 4.6 which was on strategic planning showed that majority of the respondents 72(37%) neither agreed nor disagreed that the organization had an effective strategic plan. A research done by Evans and Lindsay, (2008) shows that lack of strategic plan can be detrimental in the success of the project,The results in table 4.7. shows that majority of the respondents 69(35%) disagreed that there was effective framework for staff needs assessment. As reported by Besterfield (2008), employee training plays an important role for organizations so as to improve employee skills and their

work flow, as well as accelerating organizational performance that provide quality and customer satisfaction.

The results in table 4.8 shows that majority of the respondents 103(53%) disagreed that there was effective framework for on training. A research by Kehoe, (1996) stated that an integral part of the total quality implementation is the harnessing of the skills of the people within the organization and training them accordingly The results in table 4.9 shows that majority of the respondents 152(78%) strongly disagreed that the organization had staff with sufficient knowledge on TQM. A research by Basu 2004; Goetsch and Davis 2013; Yang (2006) stated that an integral part of the total quality implementation is the training and harnessing the staff on TQM skills. The results in table 4.10 shows that majority of the respondents 172(88%) disagreed that there was flexible organizational culture in the organization. A research done by Flood, (1993) shows that lack of staff flexibility in the culture of the organization will shy positive changes geared towards success of project. The results in table 4.11 shows that majority of the respondents 160(82%) strongly disagreed that there was organizational culture promoted efficiency in the organization.

A research done by Lawler et al., 1998 shows that organizational culture should enhance the better utilization of available organizational resources, lack of which will influence the outcomes of the project negatively. With lack of organizational culture to enhance efficiency, the organization can hardly achieve project success. The results in table 4.12 shows that majority of the respondents 97(50%) strongly disagreed that there was organizational culture promoted teamwork in the organization. A research done by Wageman, 1995 shows that organizational culture should enhance team work in order to achieve success in the project. The results in table 4.12 shows that the organizational culture did not stir teamwork there, the achievement of results can equally be difficult. The results in table 4.13 shows that majority

of the respondents 158(81%) strongly disagreed that there was effective communication in the organization. According to Drucker (1974), a true guru of management thought and practice, the communication gap within institutions and between groups in society has been widening steadily to a point where it threatens the success of projects. The scholar emphases on the primacy of communication in the performance of institutions. The results in table 4.14 shows that majority of the respondents 70(36%) strongly disagreed that there was effective utilization of information technology in the organization. According to Schmidt Finnigan (1993), information technology helps to give the organization a path in the management information system that. Information technology makes work easier compared to traditional means, lack of intergration of IT in the management will reduce chances of achieving the results.

5.3 Conclusions

Based on the results from data analysis and findings of the study, one can safely conclude the following, First, the role of management support in the adoption of TQM principles. The findings showed that the organization had opinions on strongly disagreeing the statements about the availability of management support. Secondly, employee training is crucial to achieve better performance, therefore, to successfully adopt TQM, organizations should endeavor to make sure the employees are trained accordingly. The results from this study has shown that the organization did not have well trained staff. Third, to a great extent organizational culture will affect the adoption of TQM. Finally, management information system plays a role to a great extent in facilitating processes and bringing about efficiencies in various ways. Organizations thus continue to invest in modern equipment to keep abreast with technology.

5.4 Recommendations

The findings imply total neglect in route to the adoption of TQM principles, problems such as lack of employee involvement, motivation and unsure strategic planning, lack of on job training, needs analysis and unfavorable organizational cultire. The study recommends that organizations should find ways to overcome these barriers. The study also recommends for organizations to think about the correct resources required for each of their organizations. Whereas there is heavy investment in systems and equipment they must also be suitable and right for each given situation and may vary from one organization to another. The study recommends that all staff to be taught on application of TQM principles for organization to perform better

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APPENDIX 1: LETTER OF INTRODUCTION TO THE RESPONDENTS

LYLIAN WAFULA NAMUKHASI

P.O BOX 1185

BUNGOMA.

Dear respondent,

REF: FILLING OF THE QUESTIONNAIRE

I am a postgraduate student at the University of Nairobi, school of continuing and distance education, currently undertaking a master's degree in project planning and management. You have been identified as a respondent to this questionnaire. Please find the attached questionnaire, which is designed to gather information on the factors that influence the adoption of Total quality management by NGOs in Kenya. All answers are confidential and will only be used for academic purposes. This research will be carried out in partial fulfillment of the requirements for the award of the degree of Masters of Arts in Project Planning and Management in. I will be glad if you fill and return the completed questionnaire at a suitable time.

Thank you.

Yours faithfully,

APPENDIX 3: QUESTIONNAIRE

SECTION 1: PERSONAL DETAILS

1. Age in years;

i. 18-20……. [ ]

ii. 21-30…… [ ]

iii. 31-40…. [ ]

iv. 41-50…… [ ]

above 50... [ ]

2. Gender:

Male [   ]   Female [   ]

3. Level of education:

a). Masters and above [   ]

. b. Degree [   ]

c). Diploma [   ]

d). Others (specify)…………………………….......................

4. Job title…………………………………………………….....................

SECTION 2: Management support and adoption of TQM

Using a scale of 1-5 Please choose the best option appropriate.

1 = Strongly Disagree, 2 = Disagree, 3 = neither Agree nor Disagree, 4 = Agree,

5 = Strongly Agree

To what extent has the following management support factors influenced the adoption of TQM

Factors under consideration	1	2	3	4	5
There is effective employee involvement by management in your organization					
There is effective employee motivation by management in your organization					
There is effectiveorganizationalstrategicplanning by management					

In your own view how does management supportinfluence adoption of TQM in your organization?--- --- --

SECTION 3: Employee Training and adoption of TQM

Using a scale of 1-5 Please choose the best option appropriate.

1 = Strongly Disagree, 2 = Disagree, 3 = neither Agree nor Disagree, 4 = Agree,

5 = Strongly Agree

To what extent has the following employee training factors influenced the adoption of TQM

Factors under consideration	1	2	3	4	5
There is sufficient needs assessment for training in your organization					
There is sufficient on-job training in your organization					
There is sufficient knowledge on TQM in your organization					

9. In your own view how doesemployee training influence adoption of TQM in your organization?---
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SECTION 4: Organizational culture and adoption of TQM

Using a scale of 1-5 Please choose the best option appropriate.

1 = Strongly Disagree, 2 = Disagree, 3 = neither Agree nor Disagree, 4 = Agree,

5 = Strongly Agree

To what extent has the following organizational culture factors influenced the adoption of TQM

Factors under consideration	1	2	3	4	5
There is in place an organizational culture that is flexible to changes in your organization					
Your organization has an organizational culture that encourages efficiency					
Your organization has an organizational culture that encouragesadherencetocompanypolicy					
There is team work among employees in your organizations					

In your own view how does organizational culture influenceof adoption of TQM?--------------
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SECTION 5:Management information system and adoption of TQM

Using a scale of 1-5 Please choose the best option appropriate.

1 = Strongly Disagree, 2 = Disagree, 3 = neither Agree nor Disagree, 4 = Agree,

5 = Strongly Agree

To what extent has the following management information systemfactors influenced the adoption of TQM

Factors under consideration	1	2	3	4	5
There are well developed Communicationsystem in your organization					
your organization embraces innovation in provision of services to the beneficiaries					
your organization informationtechnology in provision of services to the beneficiaries					

In your own view how does management information system influence the adoption of TQM in your organization?---
----

Section 6: Adoption of TQM

Using a scale of 1-5 Please choose the best option appropriate.

1 = Strongly Disagree, 2 = Disagree, 3 = neither Agree nor Disagree, 4 = Agree,

5 = Strongly Agree

Achievement ofcustomer satisfaction, customer focus, waste reduction, product and service quality, productivity

Factors under consideration	1	2	3	4	5
Relevant services					
Reliable services					

In your own view to what extend has your organization adopted TQM ?-------------------------

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Interview schedule

1. In your own view how does the Management Commitment**,** influence the adoption of TQM in the service delivery in your organization?..

....

2. In your own view how does the Employee's Training**,** influence the adoption of TQM in the service delivery in your organization?..

....

3. In your own view how does the organizational/institutional culture, influence the adoption of TQM in the service delivery in your organization?..

....

4. In your own view how does the Management information system**,** influence the adoption of TQM in the service delivery in your organization?..

....

5. In your own view, what are other factors influencing the adoption of TQM in your organization?……………..

....