

**INFLUENCE OF TOTAL QUALITY MANAGEMENT PRINCIPLES ON THE
PERFORMANCE OF SOCIAL ENTERPRISE PROJECTS: THE CASE OF NON
GOVERNMENTAL ORGANIZATIONS IN KILIFI COUNTY, KENYA**

BY

NDURYA STEPHEN FANAKA

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DECLARATION

I Stephen Fanaka Ndurya, hereby declare that this research project is my own original work and that all reference sources have been accurately reported and acknowledged and that this document has not been copied, imitated or previously, in its entirety or in part, been submitted to any other college or university for examination. Any resemblance to any other article not referenced is purely coincidental.

Signature-----

Date-----

NDURYA STEPHEN FANAKA

REGISTRATION NUMBER: L50/71725/2014

This Research project report has been submitted for examination with my approval as a University Supervisor.

Signature -----

Date-----

MR. JOHNBOSCO KISIMBII

LECTURER, DEPARTMENT OF EXTRA-MURAL STUDIES

UNIVERSITY OF NAIROBI

DEDICATION

My heartfelt dedication goes to my late sister Gladys Kache and Father James Ndurya; I wish you were all here with us to rejoice every day. You are gone and only God knows why. Our hearts are still active in sadness but one step at a time we are achieving the goals you set in the family. We all love you forever.

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ABBREVIATIONS AND ACRONYMS

NGO - Non Governmental organization.

TQM - Total Quality Management.

ROI - Return On Investment.

ABSTRACT

The purpose of this research was to establish the influence of TQM practices on the performance of social enterprise projects of NGOs in Kilifi County, Kenya. The four objectives of the study were; to establish the extent to which customer focus influenced the performance of social enterprise projects, to establish the extent to which top management commitment to TQM influenced the performance of social enterprise projects, to determine the extent to which total involvement influenced the performance of social enterprise projects and to find out the extent to which continuous improvement influenced the performance of social enterprise projects. Relevant literature on social enterprise projects, NGOs and establishment of social enterprise projects, literature on TQM practices, literature on perspectives of quality and literature on the evolution of quality management were reviewed. The study used Kano's and Taguchi's quality theories to support the literature. Quantitative methods were used to collect primary data using self administered questioner, focused group discussions and observation method. Secondary data relating to revenue performance was issued by the managers and discussed in the focus group. 75% of the targeted NGOs responded. Findings revealed customer focus directly influenced productivity, increased customer satisfaction, increased innovation and improved organizational image. Also it reduced wastages and operational costs though indirectly. Top management commitment to TQM influenced the level of creativity, innovation and customers' satisfaction; it also indirectly influenced new product development. Total involvement influenced organizations insight on functions. The influence was slightly stronger on employee participation and empowerment, organizational ability to arrange work in autonomous teams, better decisions, shaped employee personality, leader's technical knowledge, decision type, organizational culture, employee productivity, motivation, job satisfaction variables, level of innovation, better relations between staff and level of self-governance. Continuous improvement influenced customer satisfaction, operational efficiency, productivity, better documentation, elimination of redundancy, greater quality awareness, enhancement of communication, improvement in audit results, faster and better decision making, greater data reliability, increased risk management, ability to detect and analyze patterns, it provided the structure to identify the root cause of nonconformance, facilitated attainment of clients evolving needs, strategic direction and also created new opportunities to develop or enhance products and services. The combination of all these influences translated to satisfactory improvement in revenue. Based on this study there is need for all organizations regardless of the sectors they are operating in to focus more on their customers, top management to be more committed to TQM, organizations to involve all stakeholders in their operations and continue to improve in their quest for quality.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study.

Different authors have ascribed numerous definitions and contending views of the term quality. The common view of the definitions is that quality of a product or service refers to the degree to which the product or service meets the customer's expectations. Crosby (1979) defined quality as the conformance to requirements or specifications and also suggested that; to manage quality adequately, it must be able to be measured. Conway (1995) defines it as the development, manufacture, administration and distribution of consistent low cost product and services that customers want. The ISO 9000: (2000) defined quality as the degree to which a set of inherent characteristics fulfils requirements.

Total Quality Management (TQM) is the fourth and final level in the evolution of quality management. The first level was inspection, and then followed by quality control and thirdly was quality assurance (Dale, Boaden and Lascelles, 1994). TQM is a management philosophy which its focal point is on the work process and people. Its major concern is improving organizational performance and satisfying customers. Its ideology calls for sound coordination of all work processes hence allowing continuous improvement in all departments aiming at meeting or exceeding customer's expectations. Thus it emphasizes on totality of quality in all areas of an organization which is important especially in keeping the community, clientele and the organization satisfied on the performance areas such as in improving productivity, reduction of wastages, minimizing on operational cost, and increasing organizational reputation and innovation (Rose, 2005).

According to Sila (2007), the TQM ideology is applicable to any organization whether profit making or non-profit making, irrespective of its size, and motives. Worldwide, even the public sectors are fast adopting the ideology in order to make them effective in meeting public demands. The modern Non Governmental Organization (NGO) is operating in a dynamic environment, hastened by a blend of factors associated with globalization and technology. Like other organizations, this has forced numerous NGOs to adopt strategies which over the years have been solely practiced by the profit making organizations. NGOs, as they engage in income generating activities, they too are required to perform efficiently in production, in clientele satisfaction, in reduction of wastages and operational cost, in building of sound reputation and

finally increasing the level of innovation. This is mandatory if they are to survive in their operational arena (Suganthi and Anand, 2004).

Peters (1999) observes that apparently all over the world one way of working with TQM and its values, methodologies and tools is to apply for a quality award. One aim of a quality award is to recognize good practice in organizations with the help of competition-like events. Taguchi, Jugulum and Taguchi (2004) noted that Japan began honoring outstanding quality practices in the 1950s. After the successful development in Japan, several countries established programmes in the late 1980s and early 1990s to recognize the creative, yet effective, quality practices taking place. Today, there are international, national, regional, branch-wise and in-company quality awards. Some examples of well-known international quality awards are the Malcolm Baldrige National Quality Award, the ISO 9000: (2000) certification award which are well known world over. In many countries, however, the development of national quality awards is still new or non-existent (Taguchi, Chowdhury and Wu, 2005).

Generally in developing economies like Africa, the adoption of TQM practices in the private sector seems farfetched though with teething issue hither and thither. However, the adoption of this ideology by most non-profit making organizations has been hampered due to inadequate literature on the influence of this ideology on their performance leading to their non compliance with the sound practices of TQM implementation (Oluwatoyin and Oluseun, 2008).

The Kenya national council of NGOs website reports that NGOs in Kenya are active in a cross section of sectors, including agriculture, water, education, environmental, health, human rights, gender and development, children's rights, poverty alleviations, peace, population, training, counseling, small scale enterprises, disability among others. According to the NGO council, all the NGOs are required to champion the values of probity, transparency, accountability, justice, good governance, and continuous improvement in their services so as to improve on the social-economic status of Kenyan society in pursuit of sustainable development (Kenya national council of NGOs, 2014). From these highlighted requirements, we can silently see a glimpse of TQM practices mentioned in the Kenya national council of NGOs.

In Kenya, the NGO sector gives us a clear picture of the shortcomings of organizations in their quest to improve performance. The problems of missing targets have consistently characterized the NGO sector, with the different stakeholders pinpointing inefficiencies in few areas. Even with few NGOs trying to practice TQM haphazardly, their efforts have been hampered due to their non compliance with the sound practices of TQM implementation. There is no doubt TQM has given the profit making sector a face lift. However in the nonprofit making sector there still persists an array of complaints and teething problems resonating from stakeholders such as lack of customer focus, lack of top management support, minimal involvement, lack of continuous improvement, lack of ample knowledge on TQM, cultural divide - where quality is viewed as a departmental responsibility more than an organization wide responsibility, lack of resources for TQM implementation and poor management for change are the top list problems (Atieno, 2015). These challenges are worsened by the terrorism issue where in December 2014 we saw the government deregistering over 500 NGO's on the grounds of non disclosure of financial records while over 10 of them were suspected of money-laundering and financing "terrorism" (BBC, 2014).

With the newly created County Governments and the spate of changes going on in the country, the nature and scope of operations seems to be changing from what it used to be .In Kilifi County, the influx of foreign and local NGOs into different humanitarian areas has given rise to intense operational competition, thus the need for NGOs to look internally into their operational procedures and change strategically to meet up with the challenges. Organizational competition has taken a new avenue. The dynamic economy and the need to minimize on resource utilization in development, manufacture, administration and distribution of consistent low cost product and services, has made the modern NGOs to seek ways of improving their planning, designing and implementation of their social enterprise projects to meet the requirements of potential targeted clientele and lessen the over reliance on donors and other stakeholders (Oluwatoyin and Oluseun, 2008). In this context, Oluwatoyin and Oluseun (2008), claim there is a need to practice TQM and continue doing research to establish its accruing benefits to organizations performance, especially in developing economies, where the adoption of these practices seems farfetched to organizations.

Khieng and Quak (2013) noted that globally for NGOs to become more financially self-reliant they are experimenting with social entrepreneurship so as to strengthen their financial situation. Social entrepreneurship can do much more and opens up new ways to help poor communities. However, Isaac (2011) states that NGOs embracing social entrepreneurship face more managerial risks of poor performance. Leadbeater (2007) observed most NGOs in the world are searching for sound managerial strategies to enable them to improve on the performance of their social enterprise projects in their respective societies. According to Lemak and Reed (1997), Hendricks and Singhal (2001), TQM may be one of the answers for improved performance in companies.

According to Leadbeater (2007) the common goals NGOs strive towards, like eradicating poverty, inequality, insecurity and injustice, remain relevant. He emphasized that it is the way NGOs are organized and financed that is now changing rapidly. A new business or funding model is required because reliance on donor funding only is not enough. According to Susan (2005) nowadays it has become more acceptable to create social and economic change by embracing entrepreneurial values. Many NGOs are turning to social entrepreneurship as a way to become more financially self-reliant with the promise of financial sustainability. Self-funding is the new mantra, that has made NGOs initiatives more acceptable. As a result, sources of funding available to NGOs are shifting in favor of approaches that are more commercially oriented (Pearce, 2003).

Susan (2005) observed that in developed countries like the United Kingdom, the Netherlands and Sweden, donors are now being more selective and careful in providing funding to the enormous number of NGOs competing for less funding. Seemingly unending financial support is no longer acceptable. At the same time, most donors expect a culture of improved efficiency and self-reliance among NGOs. Susan (2005) notes, in response, NGOs are experimenting with new forms of partnerships, moving away from long-term financial commitments with partner organizations towards project-like support that includes an exit strategy and cooperation with local entrepreneurs, investors and businesses. Bloom (2006) further observed that this is happening in both the developing and the developed world, where international NGOs and their local partners are facing the same difficulties in over dependency, limited support and goodwill of donors.

According to Susan (2005) all over the world social entrepreneurship may be the solution NGOs are looking for, but as noted by Oluwatoyin and Oluseun, (2008) a gap still exists on how they can improve on their social enterprise performance. Susan (2005) observed that the social entrepreneurial model promotes independence and self-reliance, allowing NGOs to generate their own income while the overall social mission of reducing poverty and fighting injustice and inequality remains the same. Dees, and Emerson, (2001) noted that it's all about recognizing business opportunities that can, at the same time, solve social and civic problems.

According to Friedman and Sharir (2009) in Africa, many non-profit organizations have been facing rising costs, increasing competition for donations and grants and growing rivalry from for-profit companies entering the social sector. Friedman and Sharir (2009) observe Universities, churches and many other foundations have turned to the market to leverage or complement their traditional sources of funding, with a variety of outcomes that have turned out negatively for some and positively for others.

According to Susan (2005) many studies have shown the difficulties, as well as the opportunities, non-profit organizations face when they turn to business. The need to seize market opportunities may draw NGOs incrementally and unintentionally into new arenas far from their original focus. For many people – and especially those who work in the development sector – it is inappropriate to see the poor and vulnerable as customers, but as noted by Macararavy, Chhutek, Walsh and Annurit (2009) implementing entrepreneurial values requires a shift in mindset from seeing poor and marginalized communities as victims or aid needy to seeing them as people who can generate market opportunities.

To become social entrepreneurs NGOs must earn money in the market. They are therefore searching for business managerial practices that can help them obtain self-generated income sustainably (Santos, Macatangay, Capistrano, and Burns, 2009).

1.2 Statement of the Problem.

Total Quality Management as a management philosophy focuses on the work processes and people with a major concern of satisfying customers through improved performance (Pike and Barnes, 1996). There is a contending view of the relationship between TQM and improved performance. Kumar (2005) observed that if TQM practice is not taken seriously by any organization, they will perform poorly in terms of increasing productivity, improving customer satisfaction, reducing wastages, increasing revenues, creating good reputation and increasing innovation (among other performance indicators) which might eventually drive them out of their operations. However, Bergquist and Ramsing (1999) state the TQM programmes are ineffective.

In the Kenyan context, regardless of the operational risks as stated by Kumar (2005), there has been limited research investigating on TQM practice and its influence on organizational performance, more so on the social enterprise projects. As NGOs strive to practice TQM, such partial literature creates some flaws on their social enterprise projects because of the inadequate knowledge about TQM practices and their influence on the performance of such projects. Sila (2007) cites narrow literature on TQM practice and its influence on improved performance. Oluwatoyin and Oluseun (2008) also established the inadequate literature on TQM practices for NGO's by citing Harari (1993), Handsfield, Gosh and Fawcett (1998), Lemak and Reed (1997), among a few others who have studied this area without focusing on the performance of social enterprise projects. Hendricks and Singhal (2001) noted failure of a few organizations in picking and implementing the right practices.

In Kenya therefore not many studies have been done with the aim of understanding how TQM is practiced, nor how it influences performance of NGOs specifically on social enterprise projects, and if they exists, very little is in the public domain. Therefore few issues in this context is whether there is a significant influential relationship between TQM practice and NGOs performance, whether organizations that practice TQM actually improve performance in comparison with others which do not and finally the nature and magnitude of such a relationship. This forms the core of this study where the researcher seeks to understand the extent to which TQM practice can be feasible in NGO's regardless of their varying cultures and structures. And specifically this research project sets to illuminate the extent to which TQM practices influence the performance of the social enterprise projects in Kilifi County.

1.3 Purpose of the study.

The purpose of this research was to establish the influence of Total Quality Management practices on the performance of social enterprise projects of Non Governmental Organizations in Kilifi County, Kenya.

1.4 Objectives of the Study.

The objectives of the study were:

1. To establish the extent to which customer focus influences the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya.
2. To establish the extent to which top management commitment to TQM influences the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya.
3. To determine the extent to which total involvement influences the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya.
4. To find out the extent to which continuous improvement influences the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya.

1.5 Research Questions.

The corresponding research questions were:

1. To what extent does customer focus influence the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya?
2. To what extent does top management commitment to Total Quality Management influence the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya?
3. To what extent does total involvement influence the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya?
4. To what extent does continuous improvement influence the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya?

1.6 Research Hypothesis.

This study was guided by the following alternative hypotheses which were tested at 95% level of significance.

- H₁** NGO staffs in Kilifi County are acquainted with TQM practices.
- H₁** Customer focus influences the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya
- H₁** Top management commitment to TQM influences the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya.
- H₁** Total involvement influences the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya
- H₁** Continuous improvement influences the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya
- H₁** NGO's practicing TQM principles do improve on their performance of social enterprise projects.

1.7 Significance of the Study.

This study was useful toward extension of knowledge as it seeks to establish the relevance of TQM practices by specifically studying its influence on the performance of social enterprise projects. Consequently this would also help all organizations be it profit making or nonprofit making to perform efficiently in productivity, clientele satisfaction, decrease wastages as well as operational cost, build sound reputation and be more innovative thus improve their performance and survive for longer.

The study established the influence of total quality management practices on the performance of social enterprise projects. It helped in identifying the moderating variables which were the causes of project quality management implementation failures as noted by Rose (2005). Such moderating variables create gaps for any project undertaken by any organization caliber as such organization fail to fully appreciate the influence of TQM on their operations. Therefore this study helped to identify the gaps and the necessary measures to make the TQM practice a success.

The study made significant contributions that benefit the community as organizations will know how to efficiently use the limited resources in the production of goods and services. The loss imparted to a society from the time of extracting raw materials and manufacturing of a product, shipping it, to the time it is consumed and disposed off back to the community will be reduced- as Taguchi (2007) says, the smaller the loss the higher the quality and hence higher value.

The donors will also be able to save their disposable income and extend their expenditure by focusing other macro projects. More so the level of over-reliance by NGOs to donor funding will reduce significantly due to improved operations and efficient utilization of the funds and other resources. Other interested NGO's as well as the County and the Central government will be able to establish the influence of TQM practices on organizational performance and its relevance to economic growth and development.

1.8 Assumptions of the Study.

The study assumed all NGO's in Kilifi County knew TQM concept and did practice TQM despite the fact that it was still new in Kenya and regardless of the limited research on TQM practice and its influence on the performance of organization. It was further assumed that the respondents were willing to give honest and relevant answers to the study during data collection and that during that time interviews and focused group discussions were not be interfered.

1.9 Delimitations of the Study.

The study sought to investigate the influence of Total Quality Management practices on the performance of social enterprise projects implemented by NGOs within the Kilifi County only. This study was therefore limited to Kilifi County, primarily in order to minimize financial, time and other resources that will be required.

1.10 Limitations of the Study.

The exact number of NGO's operating in Kilifi County was not easily ascertained due to lack of a centralized data base for NGO's in the County. To curb this limitation, the study used the Kenyan NGO directory of 2014 / 2015 to get the number of NGO's in the County.

Owing to the diversity of the County and disperse location of the NGO's, accessibility to some areas was a constraint due to the limited time available. This study overcame this constraint by enlisting the help of research assistants who are residents of the targeted areas to compensate for

the long distances. The research assistants were trained by the researcher on data collection and recording. To ensure reliability of the data collected by the research assistants, the researcher used purposeful sampling and selected participants from the respondent NGO's for a focused group discussion. The focus group discussion was done in Malindi.

1.11 Definitions of Significant Terms.

Total Quality Management practice: These are the strategies and quality principles which are integrated into the culture and followed in all activities of an organization.

Customer Focus: This is the orientation of an organization toward serving its clients' needs.

Top Management Commitment: Direct participation by the highest level executives in a specific and critically important aspect or program of an organization.

Total Involvement: Regular participation all stakeholders in deciding how their work is done, making suggestions for improvement, goal setting, planning, and monitoring of their performance.

Continuous Improvement: Is an ongoing effort to improve products, services or processes

1.12 Organization of the Study.

The study was organized into five chapters.

Chapter was about the introduction of the whole proposal. It consisted of the background of the study, statement of the problem, purpose of the study, objectives of the study followed by research questions and research hypothesis. Moreover significance of the study, assumptions of the study, delimitations of the study, limitations of the study and definitions of significant terms were also included in this chapter.

Chapter two was based on the relevant literature that relate to this concept. It started broadly by focusing on the overview of social enterprise projects, and then a discussion on NGOs and establishment of social enterprise projects, next on the list were the TQM practices which included: customer focus, top management commitment, total involvement and finally continuous improvement. These were the pillars of the four objectives of this study. Thereafter the researcher set the theoretical framework which included perspectives of quality and evolution of quality management which led to the concept of Total Quality Management practices. The

chapter focused on works of various philosophers and ended with a conceptual frame work and a summary of the literature and research gap respectively.

Chapter three was mainly the methodology of the whole study. It described the methodology used to run the project: It discussed the research design, the population targeted, the instruments to be used to collect the data plus their validity and reliability. This was then followed by a discussion on how the data was collected, analyzed and presented. Finally, it covered the ethical considerations and operational definition of the variables.

Chapter four dealt with analysis of data and the presentation of the findings. It considered all the results from the census. The findings were presented according to the sections as they appeared in the questionnaire and in between, the focus group findings were also presented to facilitate better understanding. The chapter started with the demographic information, followed by the total quality management practices: customer focus, top management commitment to total quality management, total involvement and continuous improvement. The chapter incorporated the various comments given by the respondents in each of the sections in the questionnaire and a brief discussion of the results was obtained. Finally, the chapter ended with a comparison of the performance indicators and revenue performance for the NGOs practicing TQM and those not practicing.

Finally, chapter five summarized the outcome of the study. It provided a summary of the research findings alongside discussions of the objectives of the study, conclusions were drawn and recommendations from the gaps identified in the study were issued. Finally, the researcher gave suggestions for further research studies to be carried out in the area of Total Quality Management.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction.

This chapter covered the overview of social enterprise projects, followed by a brief discussion of the NGOs and establishment of social enterprise projects. Then the four major quality practices were discussed. They included customer focus, top management commitment, total involvement and continuous improvement respectively. This was followed by theoretical framework which incorporated different perspectives of quality and a brief evolution of the concept of quality management which was viewed four levels namely inspection, quality control, quality assurance. This chapter was finalized with the conceptual framework and a summary of the literature and research gap.

2.2 Overview of Social Enterprise Projects.

The term social enterprise came about across the world when organizations were using the power of business to bring about social and environmental change in the community by generating their own income (Dacany, 2009). According to the Department of Trade and Industry (DTI) UK (2002) a social enterprise project operates like a business. It produces goods and services for the market, but manages its operations and redirects its surpluses in pursuit of social and environmental goals. An equally noble goal of social enterprise project (aside from generating revenues to pursue more of a non-profit's mission) is the involvement of the marginalized, thus creating capacity and self-sufficiency for individuals, and impacting communities and lessening reliance on the social safety (Pearce, 2003). According to Dacany (2009), social enterprise projects have a clear social and/or environmental mission set out in their governing documents, they also generate the majority of their income through trade and reinvest the majority of their profits, and most of them are autonomous of state, controlled in the interests of the social mission and are required to be accountable and transparent.

2.3 NGOs and Establishment of Social Enterprise Projects.

Dees and Emerson (2001) opined that social entrepreneurship is not a formula that NGOs should dismiss. Most NGOs will seek to generate some profit to improve their operations and scale up their activities. This further helps them to improve the efficiency and effectiveness of their organizations, enhance the quality of programmes by instilling market discipline, and this makes

them better to respond to the real needs of and be more accountable to the communities they serve.

According to Susan (2005), NGOs can integrate a commercialized formula into their organizations in different ways. They use earned income to cover out-of-pocket operating expenses and pay wages, but depend on their access to philanthropic investment capital, volunteers and donations to lower their overall costs. Dees and Emerson (2001) argue that their business activities are embedded in their operational and social programme and it makes them achieve their social mission through a business approach. The close relationship and embeddedness of their social and business activities enables NGOs to achieve both their social and economic missions at the same time (Isaac, 2011).

NGOs use their business activities, which are often related to their mission, to generate income to finance their operations or fund and extend their social programme. Structurally, the business and social sections of the organization may share costs, an office and operational staff. Isaac (2011) noted that for NGO's to achieve a double bottom-line of providing a variety of quality goods and services and pursuing other multiple social goals, some programmes or operations may be turned into for-profit ventures, while others remain non-profit but cover their operational costs with money earned from the market. Other divisions of the NGO may continue to be financed from philanthropic sources. This mixed operation may occur at the level of the parent NGO or of the social enterprise.

However, Isaac (2011) noted that to set up or integrate social entrepreneurship within an existing organization is a bumpy road for most NGOs especially if the connection between the social enterprise and the NGO's core work is weak or non-existent. Bloom (2006) opined that there is a risk that it will do more harm than good by diverting resources or causing confusion amongst partners over the NGO's priorities. Isaac (2011) seconded by stating that a social enterprise project is not a panacea for all social problems. Susan (2005) established that some development and social service NGOs may find it easier to adopt a social enterprise project approach while those with a political and advocacy agenda may find it difficult to reconcile social entrepreneurship with their work. Others will see themselves more as facilitators and advisors, supporting social enterprises locally rather than changing completely into a social enterprise themselves. Nevertheless, now NGOs like Oxfam, Save the Children and Care International are

experimenting with the concept of social enterprise projects by integrating it into some of their programmes or by setting up separate social ventures (Susan, 2005).

Total Quality Management practices revolve around strategies and quality principles which are integrated into the culture and activities of any organization so as to improve the performance of the organization in different ways. According to Vorley and Tickle (2001) the major Total Quality Management practices include customer focus, top management commitment, total involvement and continuous improvement.

2.4 Customer Focus and its influence on Performance of Projects.

According to Shiba, Graham and Walden (1993), a customer is a person or group who receives the work that one carries out and notes that a business function without a customer in mind should not be performed at all. TQM as an ideology focuses on the satisfaction of customers' needs. Thus, most organizations try as much as possible to meet or exceed customer's expectation in their daily activity and also their long term plan (Andrle, 1994). Andrle(1994) adds that TQM requires organizations to develop a customer focused operational processes and at the same time committing the resources that position customers and meeting their expectation as an asset to the financial well being of the organization.

This was further stressed by Evans and Lindays (1996) that while focusing on customers, organizations are able to satisfy them to achieve higher customer satisfaction than their competitors, to retain them in a long run and gain market share. Filippini and Forza (1998) further explain that it is necessary for organization to maintain a close link with their customers in order to know their requirements. According to Muffatto and Panizzolo (1995), a high level of customer satisfaction is obtained solely by providing services or products whose features will satisfy customer's needs.

Jablonski (1992) and Oakland (1993), noted that organizations are made up of a series of internal suppliers and customers which forms the quality chain of the company and it implies that every employee is a potential customer and supplier in the course of production process or in service industry. They further argue that the process of production is structured in a way where each process have needs and expectation which must be fulfilled by others in the network of

production. The effective fulfillment of these needs in each stage leads to the production of quality goods and services.

2.5 Top Management Commitment and its influence on Performance of Projects.

According to Kaynak (2003), TQM needs effective change in organizational culture through the inner involvement and deeper commitment of the organizations top management. Andrle (1994) noted that this is especially required to the organization's strategies such as open communication, continuous improvement on all processes and cooperation throughout the entire organization. According to Oakland (1993), to be successful in promoting business efficiency and effectiveness, TQM must start at the top with the chief executive. Cooper and Ellram (1993) identified top management commitment as being critical in effecting organizational change and culture most especially in the areas of building effecting relationship with all stakeholders involved in the process of value delivery.

Cooper and Ellram (1993) further argued that the commitment of top management to the TQM strategy as shown in their daily disposition to work will go a long way in motivating employees to deliver quality services that exceeds the expectation of customers. Andrle (1994) noted that the implementation of TQM requires a clear long term top management commitment. To him, long term sound relationship with satisfied customers is an asset to the organization, thus, management must be committed to it. He also stressed the importance of top management commitment in providing a 'customer focused support system' such as measurements, rewards and recognition for satisfying customers with the aim of building a positive relationship with customers and the market at large.

2.6 Total Involvement and its influence on Performance of Projects.

According to Dale and Cooper (1993), TQM approach involves achieving broad employee interest, participation and contribution in the process of quality management. This is unlike the traditional sense. As noted by Harvey and Brown (1996), in the traditional sense, employee involvement was conceived to only mean a feeling of psychological ownership among organizational members. Total involvement concept assumes a companywide quality culture, which gives independence and a degree of freedom and encouragement to employees in taking decisions such as information processing, problem solving and decision making. More emphasis

is given by Omachonu and Ross (1994) who noted that intrinsic motivation is at the heart of TQM, where empowerment and involvement in decision making is viewed as essential for sustained result. The main aim for the total involvement of employee is to boost internal and external customer's satisfaction by developing a flexible environment which allows for innovation.

Martinez, Dewhurst and Dale (1999) observed that total involvement will aid the effective production of goods and services through the integration of activities involved in the process of production. Dale *et al.* (1994) noted that team work is a key feature of involvement. To them, total involvement aids the commitment of the workforce to the organizational goals and objectives. They believe it is essential to have a workforce made of people with right attitudinal disposition to working in groups so as to realize the gains of quality management. Omachonu and Ross (1994) observed that total involvement is a way of stimulating positive work attitude, which includes loyalty to the organization and a focus on organizational goals.

Martinez *et al.* (1999) noted that total involvement contributes to the generation of improvements that are proposed by employees. To them, the proposed improvements have a way of changing the attitudes of employees that are resistant to change. Oakland (1995) argues that total involvement influences the performance of organization to the extent that: a greater variety of complex problems beyond the capability of an individual or department will be tackled and handled more efficiently through the pooling of resources together, recommendations made by employees are more likely to be accepted and implemented especially if the team is highly knowledgeable, unlike the individual suggestion. Involving each other exposes a problem to a great variety of knowledge thus problems beyond functional departments can be solved more easily. Oakland (1995) further suggests that total involvement will boost workers morale and ownership through participation in problem solving and decision making.

2.7 Continuous Improvement and its influence on Performance of Projects.

Continuous improvement means a commitment to constant examination of the technical and administrative process in search of better methods (Fuentes-Fuentes, Albacete-Saez and Llorens-Montes, 2004). Turney and Anderson (1989) defined continuous improvement as the relentless pursuit of improvement in the delivery of value to customers. This was supported by Dean and Bowen (1994) who argued that customer satisfaction can be attained only through the relentless

improvement of processes that create a product or service. Total quality management involves the designing of the processes of production and a system of continuous improvement. This contains regular cycles of planning, execution and evaluation (Muffatto and Panizzolo, 1995).

According to Oakland (1993), the focus on continuous improvement will lead to the formation of formidable team whose membership is determined by their work on the detailed knowledge of the process, and their ability to take improvement action. TQM is concerned with the continuous improvement in all the process of production. Stahl (1995) defines continuous improvement as the constant refinement and improvement of products, services and organizational system to yield improved value to customers. He further notes that the continuous improvement process aims to identify and eliminate the cause of a mistake in order to prevent its reoccurrence. Fuentes-Fuentes *et al.* (2004) explained that organizations operating in a dynamic environment are liable to carry up continuous improvement in their operation; they explained that the face of competition changes faster in this environment as a result of the changes in customers' needs, competitors' activities and service/product innovation.

Oakland (1993) pinpoints that continuous improvement helps in preparing employees towards managing the TQM ideology in the process of production. It equips people with the necessary skills and techniques of quality improvement. It is argued to be a powerful building block of organization in the achievement of its aims and objectives (Stahl, 1995).

Martinez *et al.* (1999) and Stahl (1995) argued that through it, employees are able to identify improvement opportunities as it is directed at providing necessary skills and knowledge for all employees to be able to contribute to ongoing quality improvement process of production. Stahl (1995) argued that continuous improvement and development programme should not be seen as a onetime event but a lifelong process.

2.8 Theoretical Framework.

This study concentrated on the foundations of Kano and Taguchi theories of quality. These models were ideal since they were in line with the subjective nature of a customer and the resource utilization by the NGOs while operating their social enterprise projects.

2.8.1 Kano's Quality Theory.

As the needs of customers vary from one customer to another, quality may vary too, hence it is subjective. This means that for one clientele a product may be of quality but to another it may not be of the quality they want. Numerous literatures show different perspectives of quality. Firstly, many perspectives emphasis is on the product features in fulfilling customer requirements such as that of, Kano (1996) who observed that quality is made up of three important requirements -be it in a product or a service.

These include, the “must have” requirements also called the basic quality, secondly is the implied performance requirement, also called the performance quality and thirdly is when a “nice to have” aspect is bundled in a product or service; we have what we call the “exciter quality”. Kano (1996) noted that the exciter quality is not mandatory but when it is present, it raises the degree of quality very high. Using such a perspective, Peters (1999) gave an example of a pen where the “must” requirement is the ink, the implied performance requirement being the ability of the pen to write, and the “exciter quality” may be a compass direction or a diamond stud embedded on top of the pen-which is not necessary but it adds a lot of value to the pen. Actually quality of the product was thought of as an adherence to product specifications.

2.8.2 Taguchi's Quality Theory.

Taguchi (2004) viewed quality as the loss imparted to a society from the time of extracting raw materials and manufacturing of a product, shipping it, to the time it is disposed off once it has been consumed. His reasoning was that the smaller the loss the higher the quality and hence the higher the value. However a more definite perspective of quality is given in ISO 9000:2000. Quality is viewed as the degree to which a set of inherent characteristics fulfill requirements. Degree means that quality can be used subjectively as we have seen above such as poor, good and excellent. Inherent is defined as existing in something, especially as a permanent characteristic. Characteristics can either be quantitative or qualitative. A requirement is a need or some expectation that is stated; generally by the organization, its customers, or other interested parties or even compulsory.

2.8.3 Quality Management.

Quality management just like any functional management involves the formulation of strategies, setting goals and objectives, planning and implementing the plans; and using control systems for monitoring feedback and taking corrective actions. An organization's quality management aims

at satisfying customer's expectation and improvement in the overall business efficiency (Dale, Boaden and Lascelles, 1994). According to Juran (1988), the basic goal of quality management is the elimination of failure; both in the concept and in the reality of products, services and processes. This does not only mean that product, services and processes will fail in fulfilling their function but they will fail if their functions are not what the customer desires. Failure must be prevented in quality management and to handle this there should be planning, organizing and controlling. Therefore the four stages of quality management include Inspection, Quality Control (QC), Quality Assurance (QA) and Total Quality Management (TQM) (Dale *et al.*, 1994).

ISO 8402: 1986 defines inspection as activities such as measuring, examining, testing, gauging one or more characteristics of a product or service and comparing these with specified requirements to determine conformity. It involves the examination, measurement and testing of the characteristics of a product or service and the comparison to the specified requirements and to assess if the characteristics conform to the specified requirements (Dale *et al.*, 1994). Inspection is an efficient and effective way of discovering defects in services and products. According to Deming (1986), inspection with the aim of finding completed outputs or products and throwing them out is too late, ineffective and costly. Quality to him comes from the improvement in the process rather than inspection.

Secondly is quality control which is a conventional way that businesses have used to manage quality. Quality control has been concerned with checking and reviewing work that has been done. Juran (1988) defined quality control as the regulatory process through which we measure that actual quality performance, compare it with standards, and act on the difference. It is a more sophisticated management tool aiming at preventing goods and services which do not conform to basic requirements from getting to the final consumer. It is however costly and also can result in the production of substandard goods and services when conducted late in the process of production. Dale, Boaden and, Lascelles (1994), noted that solving of a problem after a non conformance concerns has been created is not an effective route towards eliminating the root cause of a problem.

The third level is quality assurance. This practice is based on the designing of the business process of production with a view of minimizing the chances of producing substandard output. According to Dale *et al.*, (1994), it's a prevention based system, which improves product and

service quality. It increases productivity by emphasizing on product, service and process design. It's more of prevention, which is different to quality control which focuses on defect detection after the item has been produced. Thus, it controls quality throughout the production stages.

Lockwood, Baker and Ghillyer (1996) observed that quality assurance is created in the design stage as problems associated with quality are caused by poor process design. He adds that effective quality assurance should involve development of new operating philosophy and approaches that looks to be proactive as opposed to be reactive, it includes motivating employees and involving them in the process beyond the ordinary departmental barriers.

Total Quality Management is the highest level of quality management. It is concerned with the management of quality practices in all the facets of a business including customers and suppliers (Dale et al, 1994; Lockwood *et al*, 1996). Total quality management is branded with various names and acronyms such as TQM, (Total Quality Management); CQU, (Continuous Quality Improvement); SQC, (Statistical Quality Control); TQC, (Total Quality Control). Crosby (1979) observed that in TQM literature, commitment to TQM start off at the top level in any organization and is promoted in all human activities.

Pike and Barnes (1996) define Total Quality Management (TQM) as a management philosophy which focuses on the work process and people, with the major concern for satisfying customers and improving the organizational performance. They further emphasis the application of quality management principles to all aspects of the organization, including customers and suppliers, and their integration with the key business processes. TQM is an approach which involves continuous improvement by everyone in the organization. It involves the mutual cooperation of everyone including all the stake holders of an organization. It embraces all activities through which the needs and expectations of the customer and the community, and the objectives of the organization are satisfied in most efficient and cost effective way by maximizing the potential of all employees in a continuing drive for improvement (Dale *et al*, 1994).

Mohammed (2006) observed TQM as an effective system for integrating the quality development, maintenance and improvement efforts of various aspects of a system so as to enable services at most economical level and derive full satisfaction. It involves a radical

direction to ensure that quality is put at the top of the mind of every employee. Vorley and Tickle (2001) defined TQM as the synthesis of the organizational, technical and cultural elements of a company. Oakland (1989) describes it as an approach to improve competitiveness efficiently and flexibly for the whole organization. Dahlgaurd, Kristensen and Kanji (1999) see it as a corporate culture that is characterized by increased customer satisfaction through continuous improvement by involving all employees in the organization.

Waters (1999) lay emphasis on totality of quality in all facets of an organization with the aim of reducing waste and rework, reduce cost and increase efficiency in production. It involves every department, function and process in a business and the active commitment of all employees to meeting customer needs (Pike and Barnes, 1996). With Total Quality Management, the whole organization works together to guarantee, and systematically improve, product or service quality. The aim is to make products of perfect quality – with zero defects (Waters, 1999).

2.9 Conceptual Frame Work.

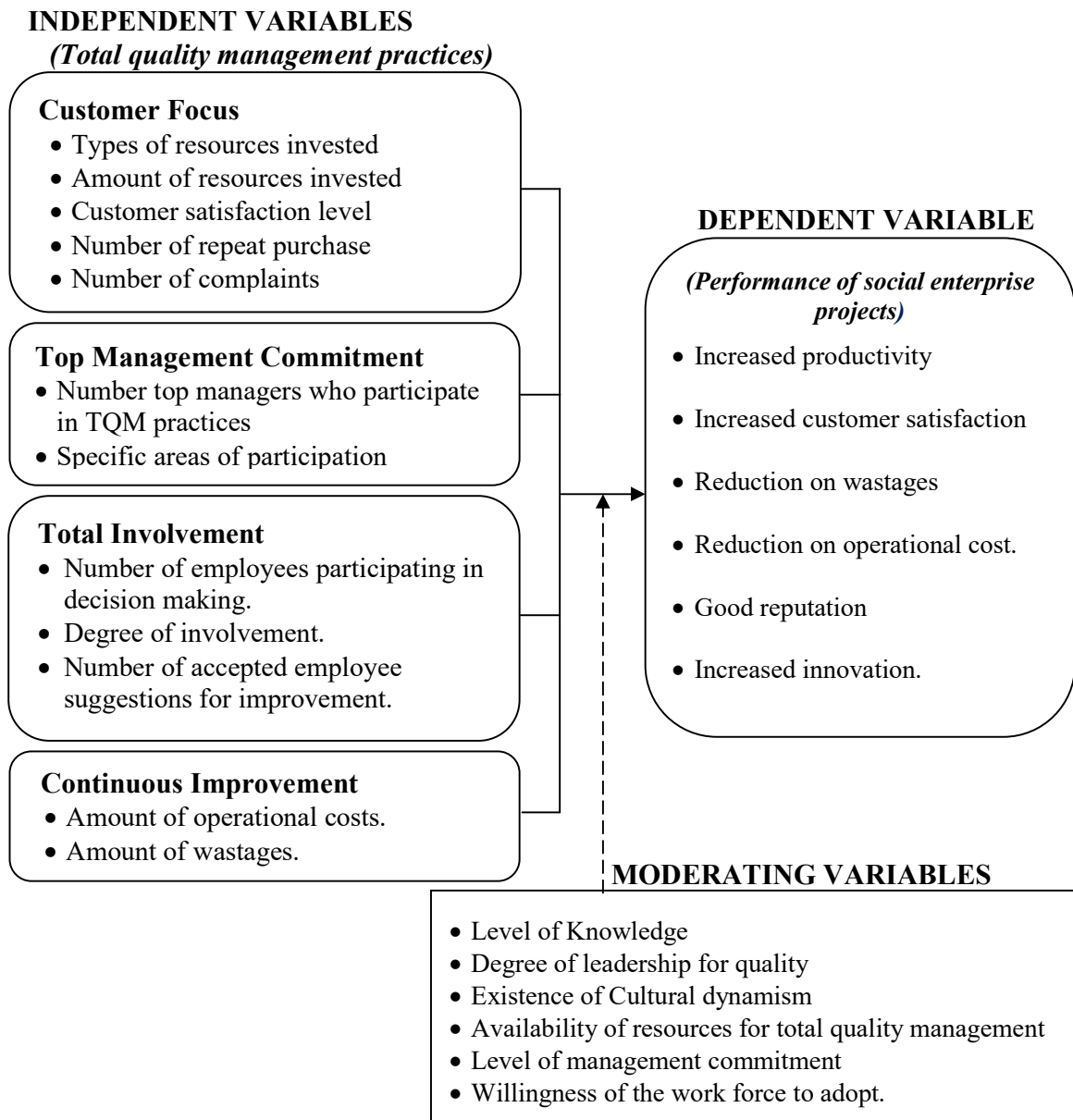


Figure 1: Conceptual framework on the influence of TQM practices on the performance of social enterprise projects of NGOs in Kilifi County, Kenya.

The conceptual frame work depicts TQM as a combination of several practices. The major TQM practices are customer focus, top management commitment, total involvement, and continuous improvement (Suganthi and Anand, 2004; Vorley and Tickle, 2001). Therefore in this study the researcher will establish the extent of each TQM practice (Independent Variable) and how it influences the performance (Dependent Variable) of social enterprise projects under the listed performance indicators. It is also depicted in the conceptual frame work that while practicing

TQM, the degree of influence it will have on the performance of the social enterprise will be affected and moderated by level of knowledge, degree of leadership for quality, existence of cultural dynamism, availability of resources for total quality management, level of management commitment and the willingness of the work force to adopt. These variables are what have been termed as (moderating Variables). And as such they are the causes of project quality management implementation failures as noted by Rose (2005).

2.10 Summary of the Literature and research gap.

From the analysis of past studies, if TQM practice is taken seriously by any organization, they will perform soundly in terms of increasing productivity, improving customer satisfaction, reducing wastages, increasing revenues, creating good reputation and increasing innovation (among other performance indicators). Numerous literatures on each of the TQM practices have shown existence of some influence to organization's performance on market advantage, reliability, design efficiency and process efficiency. These allow any organization to generate profits by increasing revenues and or increasing profits by cutting costs. For an organization to be really effective, quality must span all functions, all people, all departments, and all activities and be a common language in performance improvement. As seen from the reviewed literature, the cooperation of everyone at every interface is necessary to achieve a total quality organization.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction.

This chapter discusses the research design, the study population and sampling, data collection process with the instruments that will be used to collect the data and the process of data analysis with the tools intended to be used in presenting the analyzed data. Finally the ethical considerations will be discussed and ultimately the variables of the study will be operationalised.

3.2 Research design.

The research problem was addressed with the use of a descriptive census employed to probe the research questions. According to Cooper and Schindler (2003), a descriptive study aims at delivering the “what” of a phenomenon. Therefore, a descriptive research is deemed appropriate because it concentrates more on the what of the concept which is the concern of this study. With this design, it was easy to describe the influence of Total Quality Management practices on the performance of social enterprise projects in terms of the degree of influence which formed the objectives of this study (the extent). This enabled the researcher to answer the “to what extent” of these practices hence easily established the degree to which TQM practices influenced performance of social enterprise projects in Kilifi County.

3.3 Target Population.

Borg and gall (1996) defined a target population as a universal set of the study of all members of a population of which a researcher wishes to generalize the results. The targeted population of interest was all the NGO’s involved in income generation activities specifically only those involved in social enterprise projects in Kilifi County in Kenya. The Kenya NGO directory lists 47 registered NGO’s in Kilifi County. According to Shenoy, Srivastava and Sharma (2002), census is appropriate when the population is small and it is best for accurate and reliable findings. From this population every unit was considered and respective data was compiled. This was easy as the population was densely located in Malindi and Kilifi towns. In respect to accuracy and reliability, census made the study become a data base for all future studies considering that there was no known prior research in Kilifi County which was in the public domain in the area of TQM (specifically on its influence to organization performance).

3.4 Data collection Instruments.

Three data collection research instruments were used in this study. These included observation method, self administered questionnaire and triangulation using focus group discussions. O'Donoghue and Punch (2003) define triangulation as a method of cross-checking data from multiple sources to search for regularities in the research data. Triangulation addresses the issues of internal validity by using more than one method of data collection to answer a research question, infact Barbour (2001) noted that it brings the rigor, and provides grounds for refutation.

3.5 Validity and Reliability of Research Instruments.

Validity and reliability of research instruments were ensured and were attained as described below.

3.5.1 Validity of the research instruments.

Construct and content validity of the research instruments was determined by reviewing the questionnaire and the focused group script. This was done with the help of three experts in the area of operations management, supervisors and managers of the NGOs in Kilifi County. The aim here was to make the questions clear and easy to comprehend. The validity of the research instruments was also concerned with measuring the intended domains of the indicators and contents of the concept to ascertain the degree to which the research instruments measured what was intended to measure (Mugenda and Mugenda 1999).

3.5.2 Reliability of Research Instruments.

Mugenda and Mugenda (1999) described reliability as the degree to which a measure supplies consistent results. To test the reliability, the researcher started to pre-test and pilot this study with a sampled population of 10 respondents at an interval of one week. The data was then analyzed by use of correlation coefficient. The results showed a correlation of 0.90 indicating that the research instruments were reliable. This was necessary to measure the clarity of the questions to see if the instruments were able to measure what the researcher wanted to measure accurately.

3.6 Data Collection Procedure.

An introductory letter was picked from the University of Nairobi, Department of Extra Mural studies to enable a request for the research data collection from the population under consideration. This was necessary to book appointments from the supervisors and top management due to their busy schedules.

Primary data was collected from the 47 NGO's in the County using self administered questionnaires, on a face to face basis to ensure clarification of issues to the respondent so as to attain high response rate and minimize errors. The questionnaires were semi-structured targeting the project supervisors. The researcher also used the observation method specifically to validate the data and to see if the supervisor's claims on the extent to which the TQM practices influenced their performance were actually true. Seven focused group discussions were conducted with TQM experts.

The first six focus groups comprised of 17 to 18 participants. Each NGO submitted 3 members, one from each of the three levels of management (operational, functional and strategic level). The first six focus group discussions were conducted then the researcher engaged 3 independent professionals experienced in the field of operations management to confer their opinions in the 7th focus group was the key informant interview. Therefore a total of 108 participants participated in the entire 7 focus groups.

3.7 Data Analysis Techniques.

Data obtained was analysed using both qualitative and quantitative data analysis techniques such as chi-square, frequencies and percentages, graphs, charts and verbatim explanation where appropriate. Data from the general information was analysed using chi-square for magnitude comparison of the data; level of significance adopted for the test was 0.05. According to Cooper and Schindler (2003), 0.05 is the most common level and the risk associated with it is bearable. Sections two, three, four and five of the questionnaires representing customer focus, top management commitment, total involvement and continuous improvement respectively was analyzed using frequencies, percentages, cross tabulations, graphs and verbatim explanation appropriately.

An evaluation of the views of the respondents on TQM practices and the level of their implementation was done; this together with responses to open ended questions was analyzed using qualitative data technique (verbatim explanations) so as to observe the trend of the exclusive beliefs and feelings of each top level manager in each NGO. This provided an in-depth understanding of quantitative data and the TQM concept in general. This analysis supplemented and compared the facts identified in the reviewed literature.

3.8 Ethical Considerations.

In order to carry out this study the researcher presented request letters to the NGO's in Kilifi County for a permission to collect data. The researcher backed up the letters with a guarantee of confidentiality and an explanation of the purpose of the study so as to obtain the respondents consent to participate in the research. This was important to ensure a high response rate.

3.9 Operational Definition of Variables.

A variable is a measurable characteristic which assumes different values. An independent variable is that which a researcher manipulates in order to determine its change or its influence on another variable. A dependent variable indicates the total influence arising from the total effect from the independent variable.

Table 3.9: Operational definition of variables

Variable	Type of variable	Indicators	Measurement scale	Questions
Performance of social enterprise projects	Dependent	<ul style="list-style-type: none"> • Number of new products • Number of repeat purchase • Number of new innovation. • Number of complains • Amount of wastages • Amount of operational cost. 	Ratio Scale	Section six and in Focus Group
Customer Focus	Independent	<ul style="list-style-type: none"> • Number of repeat purchase • Number of complains 	Ratio Scale	Section Two and in Observation
		<ul style="list-style-type: none"> • Types of resources invested 	Ratio Scale	
Top Management Commitment	Independent	<ul style="list-style-type: none"> • Number of top managers who participate in TQM practices 	Ratio Scale	Section three and in Observation
		<ul style="list-style-type: none"> • Specific areas of participation 	Ratio Scale	
Total Involvement	Independent	<ul style="list-style-type: none"> • Number of employee participating in decision making. 	Ratio Scale	Section Four and in Observation
		<ul style="list-style-type: none"> • Degree of involvement 	Ordinal Scale	
		<ul style="list-style-type: none"> • Number of accepted employee suggestions for improvement. 	Ratio Scale	
Continuous Improvement	Independent	<ul style="list-style-type: none"> • Amount of operational costs • Amount of wastages 	Ratio Scale	Section Five and in observation

Table 3.9 shows the operational definition of variables of the study, the type of variables, their indicators, their levels of measurements and the data collection methods that will be used. As seen above the variables have multiple indicators that can prove their existence. However each indicator has got its own measurement scale. The questions corresponding to the indicators are captured in the questioner and focus group discussion. Observation method is used to validate the data.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction.

This chapter deals with analysis of data and the presentation of the findings. It considers all the results from the census. The findings are presented according to the sections as they appear in the questionnaire and in between, the focus group findings are also presented to facilitate better understanding. The chapter starts with the general information, followed by the total quality management practices: customer focus, top management commitment to total quality management, total involvement and continuous improvement. The chapter incorporates the various comments given by the respondents in each of the sections in the questionnaire and a brief discussion of the results obtained. Finally, the chapter ends with a comparison of the performance indicators and revenue performance for the NGOs practicing TQM and those not practicing.

4.2 Response Profile.

The researcher had targeted all the 47 NGOs identified within Kilifi County. Out of these, 35 NGOs responded giving a total response rate of 75% while 12 NGOs failed to respond, representing 25% of the number of NGOs as indicated in table 4.2. Four of the non-respondents had their headquarters in Nairobi from where they could respond thus unable to fill the questionnaires. Five of the non-respondents alleged to have been under new management with stringent rules barring participation in such study. While for the remaining three, the researcher would only be allowed to conduct a research after fulfilling the basic requirements which included a formal application six months prior to the period of conducting the research and meeting other conditions in standard form which included a fee payment of US\$100. Such conditionality barred the researcher from collecting data in those organizations.

Table 4.1: Response Profile.

Category	Frequency	Percentage
Responding NGOs	35	75
Non- Responding NGOs	12	25
Total	47	100

According to Mugenda and Mugenda (1999); a response rate of over 60% is considered adequate for a descriptive research. The researcher's 75% response rate was above the set threshold and

the results could therefore be used to make an inference on the population. Hence all the returned questionnaires were found fit for analysis.

4.3 Demographic characteristics of the respondents and NGOs in Kilifi County.

The personality of the respondents and the respective NGOs was analyzed, interpreted and presented systematically according to the flow of the questionnaire. From the observation method numerous social entrepreneur projects implemented by NGOs in Kilifi County included Crab farming, Mangrove farming, Butterfly farming, Poultry farming, Cattle farming, Bee keeping, Learning institutions, Tree rearing and production of coconut tree products such as jewelry, lotions and medicine like the snake anti venom. All of these projects were internally developed to ensure authentic participation from the local communities and each project had been assigned a supervisor reporting to the NGO manager.

4.3.1 Education level of the project supervisors in Kilifi County.

This section sought to categorize the supervisors according to their level of education and deduce if their answers in this research were viable. The general mental ability of the supervisors in understanding management issues relating to quality was the aim. Thus respondent's level of education was considered to be paramount in this research. This is because in both the labor economics and management science literatures, there is substantial evidence that individuals' educational attainments are associated with greater understanding of management issues and contributes positively to job performance in terms of an individual's power, strength, or capacity to perform a task. (Schmidt, Hunter & Outerbridge 1986; Ree, Earles, Teachout, 1994, Cappelli, 2000; Howard, 1986; Lazear, 1981; Ng, Eby, Sorensen, & Feldman, 2005). Table 4.2 below presents the results obtained from this question.

Table 4.2: Education level of the project supervisors in Kilifi County

Level of Education Attained	Frequency of Respondents	Percentage of Respondents
Did not attend school	0	0%
Primary	0	0%
Secondary	0	0%
Tertiary college	7	20%
University education	28	80%
Total	35	100%

The table shows the different education levels of the supervisors attained. The results indicated that 20% of the supervisors working in NGOs in Kilifi County had persuaded their education up to tertiary college, the other 80% of the supervisors had attained University Education. The implication was that social enterprise projects in Kilifi County in Kenya were led by supervisors with higher levels of education and who were eloquent with management issues learned from the university and/or practiced in their respective areas of specialization. As most organizations use education as an indicator of a person's skill levels, productivity and ability to perform (Benson, Finegold, & Mohrman, 2004), they frequently employ it as a prerequisite in hiring.

As explained, individuals with higher levels of education have both greater fluid and crystallized intelligence in the organizations they work for (Ceci, 1991; Neisser, Boodoo, Bouchard, Boykin, Brody, Ceci 1996). Fluid intelligence refers to the capacity of working memory, abstract reasoning, attention, and processing complex information, whereas crystallized intelligence refers to general knowledge, extent of vocabulary, and verbal comprehension related to understanding of management issues in general. Strong affirmation from the responding supervisors revealed that TQM was a term that they understood and have studied in colleges, universities and in training seminars. Therefore all the respondents' explanations pertaining to TQM in this entire study were considered reliable and trustworthy and a true mirror image of the NGOs in Kilifi County. This claim was further proved by a chi-square test in 4.3.3 that calculated the familiarity of TQM practices among NGO staffs in Kilifi County.

4.3.2 The general length of operation of NGOs in Kilifi County.

NGOs' operational duration together with accumulated data base of their vast knowledge on how the sector has been running over the years was also an important consideration as it laid the foundations of in-depth understanding of TQM and its influence. According to Ceci, (1991) organization's rich experience depends on the passage of time and length of operation rather than random cumulative challenging experiences. Organization's long term experience has direct impact on broad understanding of the sector's variables and an experience over 3 years is considered ample. Infact the sector's knowledge discovery depends largely on the length of time that the organization has been operational (Schmidt et al 1986). In Kilifi County, more than 97% of NGOs have been operating for over 5 years while the remaining 3% had been in operation for less than 5 years. Table 4.3 outlines the detailed results obtained.

Table 4.3: The general length of operation of NGOs in Kilifi County.

Length of Operation of NGO in Kilifi County	Frequency	Percentage
Less than 5 years	1	3%
5 to 10 years	2	6%
10 to 15 years	4	11%
15 years and above	28	80%
Total	35	100%

From table 4.3 above, it was observed that only 3% of the NGOs in Kilifi County had been in operation for less than 5 years, 6% of NGOs for more than 5 years but less than 10 years, 11% of NGOs operating for 10 to less than 15 years, and 80% of these NGOs for above 15 years. It was deduced that since 97% of the NGOs have been in operation for over 5 years with a team of supervisors who were well educated especially on quality issues and had a vast experience, then the findings were reliable and representative of the industry. More so they were in a better position to know their NGOs' performance before and after they adopted the total quality management practices. Hence they could deduce the extent to which TQM practices have influenced their performance not only based on the conceptualized performance indicators in 2.9 but also to a certain extent based on other indicators of their interest including revenue. This was because they had a good working background and a reach working experience cumulated over the years.

4.3.3 Test on familiarity of TQM practices among NGO staffs in Kilifi County.

The results of this section were subject to Chi-square test (goodness fit) at 95% confidence level. This test was conducted to establish if the respondents were acquainted with TQM and specifically deduce if their views could be used to infer to the whole population of NGOs practicing total quality management in Kilifi County. To facilitate this, a hypothesis was set as follows:

H_0 : NGO staffs in Kilifi County are not acquainted with TQM practices

H_1 : NGO staffs in Kilifi County are acquainted with TQM practices

Table 4.4: Chi-Square test on familiarity of TQM practices among NGO staffs in Kilifi County.

Frequency	Yes	No
Observed frequency: (O_i)	30	5
Expected frequency: (E_i) $^{35/2} = 17.5$	17.5	17.5

Test Statistic

$$\begin{aligned} X^2 &= \sum (O-E/E)^2 = \frac{(30-17.5)^2}{17.5} + \frac{(5-17.5)^2}{17.5} \\ &= 8.9286 + 8.9286 \\ &= \mathbf{17.8572} \end{aligned}$$

From the Chi-square table $X^2_{0.05, K-1}$: Where K is equal to number of columns/categories

$$X^2_{0.05, 2-1} = 3.841$$

The test statistics obtained 17.8572 was greater than the critical value 3.841. Hence based on the sampled respondents the study rejected the null hypothesis that NGO staffs in Kilifi County are not acquainted with TQM practices. This implied that all the NGO staffs in Kilifi County were familiar with the total quality management and the following analysis was general a correct representation of the industry views.

4.4 Establishing the influence of TQM practices on the performance of social enterprise projects of NGOs in Kilifi County.

Since the research was only interested to four TQM practices/principles in this study, the researcher first verified if NGOs in Kilifi County in Kenya had implemented all the four practices equally or if they were skewed to a few of these practices. For that reason it was significantly important to establish the level of implementation success for each practice then dwell to the purpose of the study where objectively each practice was tested and the extent to which each influenced the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya was established.

To establish this, a list of critical statements was presented to the responding supervisors. Respondents were required to rate their level of agreement to the given statements in each TQM practice in their organization. Statements were rated on a 5 point Likert rating scale with 1 representing strongly disagree and 5 representing strongly agree. The scores of strongly disagree and disagree were taken to present a variable which was 'Simply Disagree' (S.D) equivalent to mean score of 0 to 2.5 on the continuous Likert scale; ($0 \leq S.D < 2.5$). The scores on Neutral were taken to represent a variable, which was neutral (N) equivalent to a mean score of 2.5 to 3.5 on a Likert scale; $2.5 \leq N < 3.5$. The score of agree and strongly agree were taken to represent a

variable, which was Strongly Agree' (S.A) equivalent to a mean score of 3.5 to 5.0 on a continuous Likert scale; $3.5 \leq S.A < 5.0$). The following analysis represents this.

4.5 Analysis on the extent to which customer focus influenced the performance of social enterprise projects of NGOs in Kilifi County in Kenya.

This analysis concentrated on three major areas believed to be critical in attaining a wider and deeper understanding of the first research objective. Consequently the researcher started by establishing the level of implementation success for customer focus, and then proceeded with the findings on the extent to which customer focus influenced the performance of social enterprise projects. Then gave out a detailed explanation on how customer focus influenced performance of social enterprise projects of these Non Governmental Organizations in Kilifi County in Kenya.

Table 4.5: Establishing the level of implementation success of customer focus practice by the NGOs in Kilifi County in Kenya.

Statement	Mean	S.D	Agreement
Customers see high standards of quality in the products and services we offer	4.17	1.204	83%
Customers do complain about our products and services	1.29	0.550	26%
In spite of complaining there is a repeat of customers	2.83	1.129	57%
Our customers recommend our products and services to others	3.50	1.477	70%
The defection of our customers is as a result of poor services	2.50	1.588	50%
Our organization responds quickly to customer complaints	3.50	1.477	70%
Our organization honour her commitment to all customers	2.75	1.622	55%
Our products and services are targeted to a particular segment in the market	2.75	1.622	55%
We have enough resources to fulfill the needs of our target market	2.83	1.129	57%
We have requisite policies to channel resources to meet customer needs	2.83	1.129	57%
We assess and determine our customers' future needs.	2.83	1.129	57%
We believe business exists primarily to serve customers.	2.83	1.129	57%
We strive to be the best in the world in providing value for our best customers.	3.50	1.474	70%

We exceed our customers' expectations.	2.83	1.129	57%
We have a process to assess and determine our customers' future needs	3.50	1.474	70%
We accurately target our customers' long-term needs.	2.83	1.129	57%
We use highly developed customer listening strategies to determine our customers' expectations.	2.75	1.622	55%
We use customer research information to shape new products and services.	3.50	1.474	70%
We use customer information as the most important factor for developing new products and services.	2.75	1.622	55%
My organization develops special processes for our best customers	2.83	1.129	57%
Our internal processes are designed to best meet the needs of the customer.	3.50	1.474	70%
My organization has flexible procedures and policies that act as guidelines in meeting customer needs.	2.75	1.622	55%
Total	3.116	1.3848	62.4%

It was revealed out of the 35 respondents, 30 NGOs fully observed the four TQM practices though with varying levels of implementation success. This analysis was also facilitated with the focus group findings. It was established that for an organization to gain a performance edge it needs to implement and have great understanding of the issues surrounding its operation environment. It was noted that within these NGOs, there were a series of internal suppliers and customers. From the focus groups, it was noted that this formed the internal quality chain in the organization. It implied that every employee was a potential customer and supplier in the course of production of goods and services within the organization.

From the findings, most production systems were structured in a way where each process had needs and expectation which must be fulfilled by others in the network of production. The effective fulfillment of these needs led to the production of quality goods and services hence improved the productivity and the overall performance of these organizations. Most of the organizations therefore were trying to exceed customer's expectation in their day to day running of the projects. 83% of the supervisors agreed that customers see high standards of quality in the

products and services offered and with that, only 26% agreed that customers complained about products and services if not satisfied but in spite of complaining there was a repeat purchase from customers and more so there has been increasing revenue as customers recommended the products and services to others, this was agreed by 70% of the project supervisors.

The supervisors also, agreed that their organizations responded quickly to customer complaints with 55% of them agreeing they greatly honored their commitments to all customers both internal customers and external customers. In practicing customer focus operational processes, these organizations were able to offer products and services which targeted their customers and were able to maintain enough resources to fulfill the needs of their target market.

Such needs were easily met because the organizations had requisite policies to channel resources to meet the customer needs. Generally most of the statement concerning customer focus ranked above 50% specifically supervisors agreeing that they practiced customer focus while operating their social enterprise projects with a record of over 62% implementation success.

A test was conducted to establish whether customer focus influenced the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya. Such test was critical and could be used to infer to the whole sector. To facilitate this, a null hypothesis was set as follows.

H_0 : Customer focus does not influence the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya

H_1 : Customer focus influences the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya

Table 4.6: Chi-Square test on the existence of customer focus influence on the performance of social enterprise projects.

Frequency	Yes	No
Observed frequency: (O_i)	30	0
Expected frequency: (E_i) $^{30/2} = 15$	15	15

Test Statistic

$$\begin{aligned} X^2 &= \sum (O_i - E_i)^2 \\ &= \frac{(30 - 15)^2}{15} + \frac{(0 - 15)^2}{15} \\ &= 15 + 15 \end{aligned}$$

$$= 30$$

From the Chi-square table $X^2_{0.05, K-1}$: Where K is equal to number of columns/categories

$$X^2_{0.05, 2-1} = 3.841$$

The test statistics obtained 30 was greater than the critical value 3.841. Therefore based on the sampled respondents the study rejected the null hypothesis and accepted the alternative hypothesis that customer focus influences the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya.

Table 4.7: The influential relationship between customer focus practice and NGOs performance.

Statement	Mean	S.D	Agreement
Customer focus has increased productivity of the organization.	3.50	1.474	70%
Customer focus has increased customer satisfaction in and out of the organization.	4.17	1.204	83%
Customer focus has led to reduction on wastages.	1.33	0.868	27%
Customer focus has led to reduction of operational costs.	1.29	0.550	26%
Customer focus has improved organizational image.	2.75	1.622	55%
Customer focus has increased innovation.	3.50	1.474	70%
Total	2.7567	1.1987	55.17%

Over half of the responding supervisors (i.e. 55.17%) agreed that there was a great extent of influence in the performance of their projects which was directly attributed to customer focus. From the table above 70% of the supervisors agreed to have recorded an average percentage increase in productivity, 83% of the supervisors agreed there was a very high degree of correlation between customer focus practice and increased level of customer satisfaction. Another 70% agreed customer focus improved innovations which had translated to satisfactory improvement in revenue. From the focus group, it was discussed that when customers were well satisfied, they tended to freely make suggestion and some were even ready to participate in designing of new products or improving the existing ones. Further analysis proved customer's needs and expectation had served to drive creativity and development of new products in the organizations.

Customer focus was also recorded to directly improve organizational image where 55% of the respondents agreed to this. Other extents of customers focus that had influenced organizations' performance and confirmed by the supervisors over the same period included reduction on

wastages and reduction of operational costs though these were confirmed to be indirectly influencing such performance. Quantitative details of the extent in improvement in productivity, customer satisfaction, reduction in wastages, reduction in operational costs and increased innovation were presented in figure 4 where comparison of these performance indicators between NGOs practicing TQM and those not practicing were computed.

Detailed explanation on how customer focus influenced performance of social enterprise projects of NGOs in Kilifi County in Kenya was discussed taking into consideration the varying indicators (i.e. in addition of the conceptualized ones in 2.9). It was discussed that organizational customer focus orientation affected customer relationship practices which subsequently influenced production performance and level of innovation due to the continuous contact with customers where customer views were incorporated to improve existing products and customer satisfaction level and build a strong image in the minds of clientele. Production performance and customer satisfaction further led to sound financial performance.

This was achievable because these high-performance NGOs were more likely to go above and beyond for their customers. They strived to be world-class in providing customer value, thought hard about customers' future and long-term needs, and exceeded customer expectations. And they were more likely to see customer information as the most important factor for developing new products and services hence improved their innovation. These NGOs adhered to high ethical standards throughout the organization. Their leadership was seen relatively clear, fair, and talent-oriented. They promoted the best people for a job, made sure performance expectations were clear, and convinced employees that their behaviors affected the success of the organization. They also made customer needs a high priority. In addition they were ready to meet new challenges and were seen committed to innovation and finally their employees used their skills, knowledge, and experience to create unique solutions for customers.

4.6 Analysis of the extent to which top management commitment to TQM influenced the performance of social enterprise projects of NGOs in Kilifi County in Kenya.

Similarly, the researcher commenced by establishing the level of implementation success of top management commitment to TQM, followed by the extent to which top management commitment to TQM influences the performance of social enterprise projects. Thereafter an explanation on how this is attained was given out.

Table 4.8: Establishing the level of implementation success of top management commitment to TQM practice by NGOs in Kilifi County in Kenya.

Statement	Mean	S.D	Agreement
There is a written TQM policy.	3.50	1.477	70%
Managers attend TQM meetings.	2.83	1.129	57%
There are written TQM goals and objectives.	2.83	1.129	57%
Managers participate in executing TQM plans.	2.50	1.588	50%
Managers monitor and periodically evaluate the TQM program.	1.29	0.550	26%
Managers regularly attend TQM activities outside the company.	3.50	1.477	70%
Managers provide TQM budgets, staffing, and facilities for meetings.	4.17	1.204	83%
Managers and supervisors are held accountable for TQM performance	2.75	1.622	55%
Top managers receive and respond to TQM committee recommendations.	2.50	1.588	50%
Supervisors and managers personally conduct TQM audits and inspections.	2.83	1.129	57%
Management representatives are members of the TQM committee/Team.	2.83	1.129	57%
Written strategies and tactics (plans) for achieving TQM objectives are in place.	3.50	1.474	70%
There is enough commitment to sponsor new activities	3.50	1.474	70%
Management always thinks in the business lines	2.83	1.129	57%
Management talk to as many employees as possible about their opinions on TQM	3.50	1.474	70%
Top management makes processes visible.	2.83	1.129	57%
Managers ask people about ways to improve the work produced by setting examples of quality performance in their day to day decision making and activities.	3.50	1.474	70%
Managers try to plan ahead for technological and organizational changes that might impact the organization's future performance.	2.83	1.129	57%

Managers exact their attention on dealing with mistakes, complaints and failures to meet set standards.	3.50	1.474	70%
Improvement of all operations including personnel development, product and services are facilitated by the top management.	4.17	1.204	83%
The managers provide the direction for improvement and accordingly workers are motivated to take initiative.	2.50	1.588	50%
In case of any difficulty, employees interact with the managers to improve the situation.	2.83	1.129	57%
Management understands the strengths I bring to my job.	3.50	1.474	70%
Management routinely helps me improve my performance.	2.83	1.129	57%
In my organization, management promotes the person who has the best skills and knowledge to do the job.	2.83	1.129	57%
Employees are rewarded for meeting customer satisfaction goals.	2.75	1.622	55%
Everyone is clear about the organization's performance expectations.	3.50	1.477	70%
Our HR function is continually borrowing innovative approaches to increase employee effectiveness.	3.50	1.477	70%
My supervisor has the information and knowledge I need to do my job.	2.50	1.588	50%
Employees have easy access to any information within the organization that they need to improve doing their job.	2.83	1.129	57%
My organization has a clearly defined and well-followed process to resolve disagreements	2.83	1.129	57%
Employees need to bypass the formal organization to get things done.	1.29	0.550	26%
Total	2.98	1.386	59.75%

The respondents agreed their top management were committed to TQM with different levels of implementation success as presented above. Views from the focus group revealed that top management commitment had played a vital role for implementing the quality management system. Perhaps the most obvious similarity among the various focus group members and their projects was the steady firmness by their management involvement with and the commitment to quality improvement within their respective projects. Another thing that was a common

observation was the concern on how to measure the level of commitment. However a quick rejoinder depicted that top management's time and money factor were good measures. 83% of the supervisors agreed that managers provided TQM budgets, staffing, and facilities for meetings. They also agreed to have succeeded in a number of practices including managers regularly attending TQM activities outside the company, there were written TQM policies, there was enough commitment to sponsor new activities, talking to employees about their opinions on TQM.

Additional claims included the existence of written strategies and tactics (plans) for achieving TQM objectives. Such claims were established and agreed by 70% of the responding supervisors, other practices such as managers attending TQM meetings, written TQM goals and objectives, Management representatives being members of TQM committees and teams, supervisors and managers personally conducting TQM audits and inspections, management always thinking in the business lines and making processes visible were agreed by 57% of the responding supervisors. At least 50% of the respondents agreed either managers or supervisors were held accountable for TQM performance, received and responded to TQM committee recommendations, participated in executing TQM plans, monitored and periodically evaluated the TQM programs.

Consequently 83% of respondents agreed that improvement of all operations including personnel development; product and services were facilitated by the top management. In addition the top managers usually asked stakeholders about ways to improve the work produced by setting examples of quality performance in their day to day decision making and activities, exact their attention on dealing with mistakes, complaints and failures to meet set standards. With the policies in place, everyone was clear about the organization's performance expectations. Furthermore top level management from the human resource function continually borrowed innovative approaches to increase employee effectiveness. All these claims were agreed by 70% of the respondents.

At least half of the respondents (50%) agreed top managers' planed ahead for technological and organizational changes that impacted the organizations' future performance and provided the direction for improvement and accordingly workers were motivated to take initiative. And in case of any difficulty, employees interacted with the managers to improve the situation; this was easy as the management also had the information and knowledge needed to do the job. Also agreed was the fact that managers made easy for employees to access any information within the

organization especially information they needed to improve doing their job, including clearly defined and well-followed process to resolve disagreements and finally they agreed in few instances (only 26%) employees needed to bypass the formal organization to get things done. All of these practices had a cumulative level of implementation success standing almost 60%.

Under here another test was conducted to establish if top management commitment to TQM influenced the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya.

H_0 : Top management commitment to TQM does not influence the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya

H_1 : Top management commitment to TQM influences the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya

Table 4.9: Chi-Square test on whether top management commitment to TQM influences the performance of social enterprise projects.

Frequency	Yes	No
Observed frequency: (O_i)	30	0
Expected frequency: (E_i) $^{30/2} = 15$	15	15

Test Statistic

$$\begin{aligned}
 X^2 &= \sum (O-E/E)^2 = \frac{(30-15)^2}{15} + \frac{(0-15)^2}{15} \\
 &= 15 + 15 \\
 &= \mathbf{30}
 \end{aligned}$$

From the Chi-square table $X^2_{0.05, K-1}$: Where K is equal to number of columns/categories

$$X^2_{0.05, 2-1} = 3.841$$

The test statistics obtained 30 was greater than the critical value 3.841. Hence based on the sampled respondents the study rejected the null hypothesis and accepted the alternative hypothesis that top management commitment to TQM influenced the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya.

Table 4.10: The influential relationship between top management commitment to TQM practice and NGOs performance.

Statement	Mean	S.D	Agreement
Top management commitment to TQM has increased productivity of the organization	4.17	1.204	83%
Top management commitment to TQM has increased customer satisfaction in out of the organization	4.17	1.204	83%
Top management commitment to TQM has led to reduction on wastages	4.17	1.204	83%
Top management commitment to TQM has led to reduction of operational costs	4.17	1.204	83%
Top management commitment to TQM has improved organizational image	4.17	1.204	83%
Top management commitment to TQM has increased innovation.	4.17	1.204	83%
Total	4.17	1.204	83%

Top management commitment to TQM was seen to positively influence the overall performance. From the performance indicators of interest, it was agreed by 83% of the respondents that it increased productivity of the organization, customer satisfaction, led to reduction of wastages and operational costs, improved organizational image and increased innovation.

The study revealed this extent depended on the behavior of top management guidance. Infact it was revealed that project rejections, acceptance, resistance and variation was a function of management support, thus they participated in all stages or levels, giving authority to employees where necessary and managing resources. The focus group highlighted major points under this practice. They observed that in addition to the extent of implementation success shown above, management commitment was the first step and a vital prerequisite for an organization to perform well on its social enterprise projects. They agreed that it was the responsibility of the top management of any organization to take the initiative. Further discussions with the focus group revealed a great positive influence of top management involvement in quality. Over 87% of the supervisors agreed that this was because various potential relational outcomes from top management support boosted organizational performance.

Similar the focus group revealed the extent of top management commitment influenced the level of creativity, innovation and customers' satisfaction. With such an influence, revenue also rose as a result of customer satisfaction, trust and commitment which were guaranteed when top management embraced TQM. Furthermore, the extent of top management commitment to TQM also fostered the development of customer orientation which had made the organizations to meet the needs of key customers this was agreed by 84% of the responding supervisors. The focus groups further discussed that as the revenue continued to increase it was likely that the organizations, profitability, market share, and return on investment (ROI) eventually increased as well. They also noted that when top managers provide resources, participate in brainstorming, organize joint visits to customers, advertise internally the innovation, put in place knowledge management systems and offer learning opportunities, it also influenced good performance in their NGOs.

Also noted in the focus group was the indirect influence on new product development where by top managers facilitate the process by doing actions such as defining a sound mission, goals and strategies, as well as choosing some structural solutions over others. Through all these behaviors, top management commitment to TQM proved to have greater extent of influence in deferent ways as noted above. Hence this foregoing analysis revealed that top management commitment to TQM had a greater influence on the performance of social enterprise projects.

The explanation on how top management commitment to TQM influenced performance of these NGOs was seen to fall on three broad areas. One form of influence that came out clearly was the leadership behaviors in interactions with stakeholders. The second way of influence involved positive decisions about TQM programs and systems, and organizational structure. A third form of influence involved decisions about the competitive strategy for the organization. Generally, top management commitment to TQM was seen to improve the performance of an organization through influencing the performance determinants. The focus group observed these three forms of influence were critical and had been used together in a consistent way for effective strategic leadership towards quality management.

4.7 Analysis on the extent to which total involvement influenced the performance of social enterprise projects of NGOs in Kilifi County in Kenya.

Similarly, the researcher commenced by establishing the level of implementation success, followed by the extent to which total involvement influenced the performance of social enterprise projects and ended with an explanation on how such an influence was attained.

Table 4.11: Establishing the level of implementation success of total involvement practice by NGOs in Kilifi County in Kenya.

Statement	Mean	S.D	Agreement
Management encourages and recognizes team work effort.	4.17	1.204	83%
Management recognizes my suggestions.	2.83	1.129	57%
Individual effort is recognized in delivering quality service.	3.50	1.474	70%
My advice has been sought in making decisions for our organization.	1.29	0.550	26%
People in the organization share responsibility for the success and failure of their work.	2.83	1.129	57%
Members from different departments voluntarily come forward to jointly solve organizational problems.	4.17	1.204	83%
Emphasis on team based problem solving approach rather than individual/department based problem solving approach.	3.50	1.474	70%
A lot of inter level and inter department discussions take place to build consensus before a policy is instituted.	1.29	0.550	26%
Employees are empowered to take corrective decisions on the spot without looking up to managers for their approval.	2.50	1.588	50%
Suggestions come from staff to improve the cross-functional work processes which are then implemented.	3.50	1.474	70%
Our internal processes are designed to enable us to work together as well as possible.	3.50	1.474	70%
Employees are invited to share their unique ideas to help move their organizations forward.	4.17	1.204	83%
There is a collaborative work environment that fosters a sense of teamwork with all stake holders	2.75	1.622	55%
Total	3.08	1.249	61.54%

83% of the supervisors agreed that management had encouraged them and recognized team work effort, they had done this by inviting all stakeholders to share their unique ideas to help move their organizations forward, the management had also ensured members from different departments voluntarily came forward to jointly solve organizational problems. 57% of respondents agreed that people in the organization shared responsibility for the success and failure of their work and even though management was recognizing the supervisors' suggestions, only 26% of their advice were sought in making decisions.

70% agreed that individual effort was recognized in delivering quality service, and also agreed that there was emphasis on team based problem solving approach rather than individual or department based problem solving approach. Furthermore, they agreed that suggestions came from staff to improve the cross-functional work processes which were then implemented since their internal processes had been designed to enable them to work together. At least 50% of the supervisors agreed that there was a collaborative work environment that fostered a sense of teamwork with all stake holders whereby employees were empowered to take corrective decisions on the spot without looking up to managers for their approval.

A test was conducted to verify if total involvement influenced the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya. To facilitate this, a null hypothesis was set as follows.

H_0 : Total Involvement does not influence the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya

H_1 : Total Involvement influences the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya

Table 4.12: Chi-Square test on whether total involvement influences the performance of social enterprise projects.

Frequency	Yes	No
Observed frequency: (O_i)	30	0
Expected frequency: (E_i) $^{30/2} = 15$	15	15
Test Statistic		
$X^2 = \sum (O-E/E)^2 = \frac{(30-15)^2}{15} + \frac{(0-15)^2}{15}$ $= 15 + 15$		

$$= 30$$

From the Chi-square table $X^2_{0.05, K-1}$: Where K is equal to number of columns/categories

$$X^2_{0.05, 2-1} = 3.841$$

The test statistics obtained 30 was greater than the critical value 3.841. Hence based on the sampled respondents the study rejected the null hypothesis that total involvement does not influence the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya and accepted the alternative hypothesis that total involvement influences the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya

Table 4.13: The influential relationship between total involvement practice and NGOs performance.

Statement	Mean	S.D	Agreement
Total involvement has increased productivity of the organization	3.50	1.474	70%
Total involvement has increased customer satisfaction in out of the organization	2.33	1.204	47%
Total involvement has led to reduction on wastages	1.96	1.197	39%
Total involvement has led to reduction of operational costs	4.17	1.204	83%
Total involvement has improved organizational image	2.83	1.129	57%
Total involvement has increased innovation.	4.17	1.204	83%
Total	3.16	1.235	63.17

Over 63% of the respondents confirmed existence of an influential relationship between total involvement and NGOs performance. Specifically 83% of the respondents agreed that total involvement led to reduction of operational costs and increased the level of innovation in the NGOs. 70 % opined that total involvement had increased productivity of the organizations. However a minimal influence was recorded between total involvement and customer satisfaction, as well as total involvement and reduction of wastages.

Details explaining the extent of total involvement and its influence on the performance of social enterprise projects of NGOs in Kilifi County in Kenya confirmed that total involvement enabled the organization to have a better insight about the way of functioning and made improvements that were beneficial for both, the organization's projects and the employees this was generally agreed by over 90% of the respondents. This analysis made a modest contribution to an understanding of the extent of total involvement influence on the performance of social enterprise projects of NGOs in Kilifi County in Kenya.

This extent of influence was slightly stronger especially in the dimension of employee participation and empowerment. The findings also showed that both investigated dimensions of employee involvement, namely employee participation and empowerment and self-managed teams were significantly inter correlated which corresponded with many theoretical postulates and were seen to facilitate performance of social enterprise projects of NGOs in Kilifi. This was agreed by 80% of the respondents.

The focus group also settled that by practicing total involvement, it increased organizational ability to organize work in autonomous teams and facilitated sound decisions. Hence the extent to which total involvement influenced the performance of social enterprise projects of Non Governmental Organizations in Kilifi ranged from shaping employee personality, leader's technical knowledge, decision type, organizational culture, employee productivity, motivation, job satisfaction variables and cultivate innovation. Moreover it fostered growth and more critical the imaginative thinking. Respondents also argued that total involvement gave each one autonomy, likewise it fostered better relations between employees and the management. It led to more self-governance in the work place which lessened dependence on managers and supervisors. This showed that total participation was beneficial to the organizations, but could not be the only means of improving performance.

An explanation on how total involvement influenced performance of social enterprise projects of NGOs in Kilifi County in Kenya revealed this was through the supervisors and managers efforts on encouraging participation by all their stakeholders especially in suggestions for improvement, encouraging greater responsibility, getting people the information they needed at all the time, listening to their problems and complaints and showing them respect. These were some of the ways observed by over 80% of the respondents.

4.8 Analysis on the extent to which continuous improvement influenced the performance of social enterprise projects of NGOs in Kilifi County in Kenya.

This was the final study objective, and just like the foregoing objectives, the researcher started by establishing the level of its implementation success, followed by the extent to which it influences the performance of social enterprise projects and then it ended with an explanation on how such influence was attained among the NGOs under study.

Table 4.14: Establishing the level of implementation success of continuous improvement practice by NGOs in Kilifi County in Kenya.

Statement	Mean	S.D	Agreement
Regular training for workers is put in place.	4.17	1.204	83%
There is continuous improvement in our organization.	3.50	1.474	70%
Mistakes are seldom made in the course of operations.	4.17	1.204	83%
There is great emphasis on employee training for continuous learning of new things.	4.17	1.204	83%
Key processes in the organization are regularly benchmarked and undergo quality auditing.	3.50	1.474	70%
We have several tools that guide us in quality improvement.	2.83	1.129	57%
Making a mistake is not feared. It is recognized as a part of learning.	1.29	0.550	26%
There is use of corrective and preventive action mechanisms for process improvement.	2.83	1.129	57%
We use customer's feed back in the quest for improvement.	3.50	1.474	70%
The organization emphasizes doing things right the first time.	4.17	1.204	83%
Total	3.41	1.205	68.20%

It was revealed that 83% of the NGOs conducted regular training for workers and that there was great emphasis on employee training so that few mistakes could be made. This was because each organization emphasized doing things right the first time. 70% of the supervisors and outcome of the focus group agreed that there was continuous improvement over the years they have been operating and the outcome of the improvement was quantitatively captured when the average

comparison of revenue between NGOs practicing TQM and those not practicing between 2011 and 2015 was computed.

Similarly 70% of the responding supervisors agreed that they were using customer's feedback, benchmarking as well as carrying out quality auditing of their processes in quest for such improvement. It was evident that 57% of the organizations used a combination of various tools to guide them in quality improvement. One thing that was not encouraged in most of the organization was to make mistakes in fact 83% of the responding supervisors agreed that organizations emphasized doing things right the first time.

A final test was conducted to establish if continuous improvement also influenced the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya. To facilitate this, a null hypothesis was set and verified.

H_0 : Continuous improvement does not influence the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya

H_1 : Continuous improvement influences the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya

Table 4.15: Chi-Square test on whether continuous improvement influences the performance of social enterprise projects.

Frequency	Yes	No
Observed frequency: (O_i)	30	0
Expected frequency: (E_i) $^{30/2} = 15$	15	15

Test Statistic

$$\begin{aligned}
 X^2 &= \sum (O-E/E)^2 = \frac{(30-15)^2}{15} + \frac{(0-15)^2}{15} \\
 &= 15 + 15 \\
 &= \mathbf{30}
 \end{aligned}$$

From the Chi-square table $X^2_{0.05, K-1}$: Where K is equal to number of columns/categories

$$X^2_{0.05, 2-1} = 3.841$$

The test statistics obtained 30 was greater than the critical value 3.841. Hence based on the sampled respondents the study rejected the null hypothesis and accepted the alternative hypothesis that continuous improvement influences the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya.

Table 4.16: The influential relationship between continuous improvement practice and NGOs performance.

Statement	Mean	S.D	Agreement
Continuous improvement has increased productivity of the organization	3.50	1.474	70%
Continuous improvement has increased customer satisfaction in out of the organization	2.50	1.588	50%
Continuous improvement has led to reduction on wastages	4.17	1.204	83%
Continuous improvement has led to reduction of operational costs	4.17	1.204	83%
Continuous improvement has improved organizational image	1.96	1.197	39%
Continuous improvement has increased innovation.	4.17	1.204	83%
Total	3.41	1.31	68%

68% of the respondents agreed that there was an influential relationship between continuous improvement and NGOs performance. Majority of the respondents however did not agree that continuous improvement improved organizational image. However they recorded great influence in reduction of wastages, operational cost and improvement in innovation. 70% also agreed that NGOs productivity increased due to the influence of continuous improvement strategies. With the level of adoption standing over 68% in table 4.7.3, the extent of influence was further revealed in several ways.

The responding supervisor claimed that continuous improvement had increased customer satisfaction through the creation of a knowledge management system. Similar sentiments were echoed and deeply explained by the focus group that the system allowed employees to share and manage their collective knowledge by integrating core processes and key performance indicators to create a better understanding of customer needs, prompt cost reduction, and improve service delivery. Other influences that were captured by 89% of the respondents; as a result of practicing

continuous improvement included: Increase in operational efficiency, better documentation, elimination of redundancy, greater quality awareness, enhancement of communication, improvement in audit results, faster and better decision making, greater data reliability and increased risk management. In addition to these influences, the focus group was quick to note that continuous improvement also influenced the ability to detect and analyze patterns; also it provided the structure to identify the root cause of nonconformance, facilitated attainment of clients evolving needs and understand their strategic direction. Further the results gathered from the focus group revealed that continuous improvement validated organizations understanding of the direction and requirements of their clients and also created new opportunities to develop or enhance products and services.

An explanation on how this influence was achieved showed an aggregate of 85% of the supervisors agreeing that while the vision, mission and values provided the common focus in TQM practices, these organizations had set standards for excellence in continuous improvement actions. These actions had in turn translated to a greater influence on the performance of their social enterprise projects. In addition to this, the organizations had managed to orient themselves to target excellence, inspired excellence in the organization, created policy deployment throughout their organizations and finally managed to yield the positive influence and great performance of social enterprise projects of NGOs in Kilifi County in Kenya.

4.9: Comparison of the extent of influence between each TQM practice and NGOs' performance.

This comparison was critical to establish which one among the TQM practices was more influential. A closer analysis of the influential relationships between these four TQM practices under study and the organizations' performance revealed the organization's performance was greatly influenced by top management commitment to TQM with 83% of the respondents agreeing. This was followed by continuous improvement practice at 68% followed closely by total involvement practice at 63.17% and finally 55.17% of the respondents agreed that customer focus also influenced organizations performance.

4.10 Quantitative analysis of performance indicators of NGOs practicing TQM and those not practicing in a period between 2011 and 2015.

The focus group discussions revealed NGOs practicing TQM had effective TQM implementation years before reaping the benefits of TQM. This implies that organizations should view TQM as a long term investment meant for future positive influence in terms of improved revenue and subsequently financial performance. The overall evidence indicated that NGOs that had effective TQM program did much better in terms of performance when compared to others which did not.

The following analysis established the influence of TQM practices on the performance of social enterprise projects of Non Governmental Organizations in Kilifi County, Kenya specifically viewing each performance indicator. Then details of improvement in revenues were presented separately in the subsequent analysis.

A review of the performance indicators of NGOs for the past five years in operation showed that there was average increase in productivity of 12% for the NGOs practicing TQM, while for those not practicing TQM had only 2% increase. In addition, the level of customer satisfaction rose to 20%, and the NGOs not practicing TQM recorded zero. Similarly, the average reduction on wastages was also at 20% versus 0.5% for the NGOs not practicing TQM. Separately, operational cost reduced by 15% for NGOs practicing TQM while their counter parts had only 0.5% reduction. Finally there was 23% increase in innovation in five year duration and only 1% increase in innovation for those NGOs not practicing TQM.

NGOs that rated highly in practicing these TQM principles were able to charge close to 10% more than those rated poorly. Customers would go out of their way and pay premium price for good service, which indicated the importance placed on TQM. The average revenue performance of these 30 NGOs in comparison with those which did not practice was computed. The results depicted great changes in revenue performance over five-year post implementation of TQM practices.

From the reviewed figures, the total cumulative average revenue of the NGOs practicing TQM was KES. 6,045,157 and that of the NGOs not practicing TQM stood at KES.4,724,616. These figures were obtained in the focus group discussion for a period of five years from 2011 to 2015 and when analyzed, these two figures showed a discrepancy of KES.1, 320,541 million. It was argued that all the NGOs in Kilifi County were operating under the same environment and were faced with similar challenges. The focus group discovered the discrepancy was due to a number of operational factors skewed to non adoption of quality practices and principles by these NGOs. A more detailed analysis of the pattern revealed some additional interesting insights.

The results indicate that NGOs practicing TQM significantly outperformed those not practicing TQM. Their revenue had increased by KES.204,060 that is from KES.1,098,524 in 2011 to KES.1,302,584 in 2015. The difference of KES.1,320,541 between the NGOs practicing TQM and those not practicing within the same period was statistically and economically significant level of outperformance which translated to a significant loss of revenue for the NGOs not practicing TQM in a long run. The foregoing analysis was a critical confirmation of our hypothesis in 1.6 that NGO's practicing TQM principles do improve on their performance of social enterprise projects.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter summarized the outcome of the study. It provided a summary of the research findings alongside discussions of the objectives of the study, conclusions drawn and recommendation from the gaps identified in the study. Finally, the researcher gave suggestions for further research studies to be carried out in this area.

5.2 Summary of Findings.

The study sought to establish the influence of total quality management practices on the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya. Specifically, the study sought to establish the extent to which each TQM practice was influencing the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya.

5.2.1 Findings on extent to which customer focus influence the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya.

It was observed that customer focus directly increased productivity of the organization, increased customer satisfaction level in out of the organization, increased innovation and improved organizational image which translated to satisfactory improvement in revenue. Other extents included reduction on wastages and reduction of operational costs though these were confirmed to be indirectly influencing such performance. In general at least 55% of the respondents proved the existence of such influence.

5.2.2 Findings on extent to which top management commitment to Total Quality Management influence the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya.

The study revealed the extent of influence of top management commitment to TQM depended largely on the behavior of top management guidance. Infact it was revealed that project rejections, acceptance, resistance and variation was a function of management support, thus they participated in all stages or levels, giving authority to employees where necessary and managing resources. The focus group discussion further revealed the extent of top management

commitment also influenced the level of creativity, innovation and customers' satisfaction. With such an influence, revenue also rose as a result of customer satisfaction, trust and commitment which were guaranteed when top management embraced TQM. Also noted in the focus group was the indirect influence on new product development where by top managers facilitated the process by doing actions such as defining a sound mission, goals and strategies, as well as choosing some structural solutions over others. Through all these behaviors, top management commitment to TQM proved to have greater extent of influence in deferent ways as confirmed by 83% of the respondents.

5.2.3 Findings on extent to which total involvement influence the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya.

63% of the respondents proved total involvement influenced the organizations to have a better insight in its functions and beneficial improvements. This extent of influence was observed to be slightly stronger especially in the dimension of employee participation and empowerment. Total involvement was seen to influence organizational ability to arrange work in autonomous teams and facilitated sound decisions, shaping employee personality, leader's technical knowledge, decision type, organizational culture, employee productivity, motivation and job satisfaction variables. Total involvement also influenced level of innovation, better relations between employees and the management; it also influenced the level of self-governance.

5.2.4 Findings on extent to which continuous improvement influence the performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya.

The extent of influence of continuous improvement was seen in customer satisfaction through the creation of a knowledge management system. The influence also transcended to operational efficiency and productivity, better documentation, elimination of redundancy, greater quality awareness, enhancement of communication, improvement in audit results, faster and better decision making, greater data reliability and increased risk management. In addition, continuous improvement also influenced the ability to detect and analyze patterns; also it provided the structure to identify the root cause of nonconformance, facilitated attainment of clients evolving needs and understand their strategic direction and requirements of their clients and also created

new opportunities to develop or enhance products and services. This was agreed by 68% of the respondents.

5.3 Discussions.

Based on the findings of this study, it was revealed that the TQM practices under study played an important role in the performance of these organizations. This agreed with (Pike and Barnes, 1996) who suggested that TQM as a management philosophy focuses on the work processes and people with a major concern of satisfying customers through improved performance. These findings also corresponded with those of Kumar (2005) who argued that if TQM practice were not taken seriously by any organization, the organizations would perform poorly in terms of increasing productivity, improving customer satisfaction, reducing wastages, increasing revenues, creating good reputation and increasing innovation which eventually would drive them out of their operations.

Filippini and Forza (1998) further explain that it was necessary for organization to maintain a close link with their customers in order to know their requirements. Jablonski (1992) and Oakland (1993) also indicated that customer focus was vital because the process of production is structured in a way where each process have needs and expectation which must be fulfilled by others in the network of production. The effective fulfillment of these needs in each stage led to the production of quality goods and services.

The study also revealed top management commitment to TQM contributed a lot to the organizations performance. This was similar to the remarks of Oakland (1993), who observed that to be successful in promoting business efficiency and effectiveness, TQM must start at the top with the chief executive. Also Cooper and Ellram (1993) identified top management commitment as being critical in effecting organizational change and culture especially in the areas of building effective relationship with all stakeholders involved in the process of value delivery.

The study also confirmed a significant relationship between total involvement and organizations performance. This also was similar to the observations of Martinez, Dewhurst and Dale (1999) who observed that total involvement influenced the effective production of goods and services

through the integration of activities involved in the process of production. They father noted that total involvement contributes to the generation of improvements that are proposed by employees.

The establishment of continuous improvement as a major influencer to organization performance was in order with the observations of Oakland (1993) that continuous improvement leads to the formation of formidable team whose membership is determined by their work on the detailed knowledge of the process, and their ability to take improvement action. Oakland added that continuous improvement influenced employees towards managing of the TQM ideology in the process of production. The study findings were also similar to those of Oakland who argued that continuous improvement equipped people with the necessary skills and techniques of quality improvement.

5.4 Conclusions.

The performance of social enterprise projects of Non Governmental Organizations in Kilifi County in Kenya was influenced by a number of TQM practices including ; customer focus, top management commitment to TQM ,total involvement and continuous improvement. When these organizations practiced TQM their productivity increased, customer satisfaction increased, wastages reduced, operational costs reduced, organizational image improved and their level of innovation increased. This resulted into overall performance increase especially in their revenues. Therefore customer focus, top management commitment to TQM, total involvement and continuous improvement are very influential in organization's performance.

5.5 Recommendations.

This study realized important findings that have broad influence on the performance of organizations. Based on this study there is need for all organizations regardless of the sectors they are operating in to:

1. Focus more on their customers,
2. Top management to be more committed to TQM,
3. Organizations to involve all stakeholders in and around the organization's operations and;
4. To continue improve on each area in their quest for quality because quality is a journey.

In this effort they will be ever efficient in the production of goods and services hence reduce wastages in the community, improved production and service delivery not only in Kilifi County but in the whole country.

5.6 Recommendations for further research.

TQM has still a long way to go in Kenya. Therefore the study recommends the following topic for future study: Elements of sustainable implementation of TQM principles.

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APPENDICES

APPENDIX A: LETTER OF TRANSMITTAL

Stephen Fanaka Ndurya

P.O Box 22,

Gede

Tel +254 727 57 81 75

E-Mail: stephen.fanaka@gmail.com

Date

TO WHOM IT MAY CONCERN

Dear Sir/Madam

RE: DATA COLLECTION

I am..... contacting you on behalf of Stephen Fanaka Ndurya, a student undertaking Masters of Arts in Project Planning and Management at the University of Nairobi. As part of the requirement for his program, he is required to undertake a research. The purpose of his research is to establish the influence of total quality management practices on the performance of social enterprise projects of Non Governmental Organizations in Kilifi County, Kenya.

Your organization has been selected to participate in this research study as a significant respondent. Attached to this letter is an informed consent letter and a questionnaire. I kindly request for a meeting with you or someone from your organization so that I can self administer this questionnaire. The aim of this questioner is to collect data for purely academic purposes. All information will be treated with strict confidence. Kindly go through the questionnaire then call me on +254Going through this questionnaire will enable me and you to have a shorter time while filling the required details.

I appreciate if we can meet at a mutually convenient time; possibly between/...../2015 to/...../2015, as this would be within the prescribed time for the data collection.

I am looking forward to meet you.

Yours faithfully

.....
For; Stephen Fanaka Ndurya
Student (MA. In PPM)
University of Nairobi (SCDE, DEMS)

APPENDIX B: INFORMED CONSENT LETTER

INFLUENCE OF TOTAL QUALITY MANAGEMENT PRACTICES ON THE PERFORMANCE OF SOCIAL ENTERPRISE PROJECTS OF NON GOVERNMENTAL ORGANIZATIONS IN KILIFI COUNTY, KENYA

Researcher's Details

Name: Stephen Fanaka Ndurya
Level: Masters Student at The University Of Nairobi, CEES, SCDE, DEMS
Address: P.O Box 22, Gede
Tel: +254 727 57 81 75
E-Mail: stephen.fanaka@gmail.com

Dear Respondent

Kindly read and understand the research purpose and how you are involved before you decide to participate in this study. Kindly listened to the researcher carefully and ask for more clarification in areas which are not clear or if you require additional information.

The purpose of this study is get information that will enable the researcher to establish the influence of total quality management practices on the performance of social enterprise projects of Non Governmental Organizations in Kilifi County, Kenya. This is purely for academic purposes and all the information your organization will give will be treated with utmost confidentiality. We expect to spend 30 minutes with you. There are no any benefits to you as a participating respondent. But the information you will contribute will be of great help to all the stakeholders in the NGO facet.

Respondent's declaration

I declare that I have read and understood the information and I understand that my participation is voluntary. By signing this consent letter I confirm my declaration and volunteer to fill the questionnaire attached.

Signature
Date:.....

APPENDIX C: QUESTIONNAIRE

This questionnaire consists of six major sections as shown below which focuses on the areas of interest of the research and the first part consists of the general information, the second one focuses on customer and market focus, the third section consists of top management commitment in Total Quality Management, the fourth is concerned with total involvement and team work, the fifth deals with continuous improvement and training and finally the six is **ONLY** for the top management to answer.

SECTION ONE: GENERAL INFORMATION

1. What is your level of education? (Kindly tick)

- Did not attend school ☐
- Primary ☐
- Secondary ☐
- Tertiary College ☐
- University education ☐

2. Have you heard of Total Quality Management? Yes [] No []

3. If yes, where did you hear about it?.....

4. How long has your organization been operating in Kilifi County?.....

5. For how long have you been working in the organization?.....

6. Are you with Total Quality Management practices? Yes [] No []

7. Does your organization practice Quality Management? Yes [] No []

SECTION TWO: CUSTOMER FOCUS

8. How will you rate on a scale of 1-5 the following? [Tick (√) the appropriate column]

Where; (1) Strongly disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly agree

STATEMENT	1	2	3	4	5
Customers see high standards of quality in the products and services we offer					
Customers do complain about our products and services					
In spite of complaining there is a repeat of customers					
Our customers recommend our products and services to others					
The defection of our customers is as a result of poor services					
Our organization responds quickly to customer complaints					
Our organization honour her commitment to all customers					
Our products and services are targeted to a particular segment in the market					
We have enough resources to fulfill the needs of our target market					
We have requisite policies to channel resources to meet customer needs					

We assess and determine our customers' future needs.					
We believe that the business exists primarily to serve customers.					
We strive to be the best in the world in providing value for our best customers.					
We exceed our customers' expectations.					
We have a process to assess and determine our customers' future needs					
We accurately target our customers' long-term needs.					
We use highly developed customer listening strategies to determine our customers' expectations.					
We use customer research information to shape new products and services.					
We use customer information as the most important factor for developing new products and services.					
My organization develops special processes for our best customers					
Our internal processes are designed to best meet the needs of the customer.					
My organization has flexible procedures and policies that act as guidelines in meeting customer needs.					

9. Do you believe customer focus has influenced the performance of your projects?

Yes [] No []

10. To what degree are the following claims true to your organization's performance and how will you rate them on a scale of 1-5? [Tick (✓) the appropriate column]

Where; (1) Strongly disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly agree

STATEMENT	1	2	3	4	5
Customer focus has increased productivity of the organization					
Customer focus has increased customer satisfaction in out of the organization					
Customer focus has led to reduction on wastages					
Customer focus has led to reduction of operational costs					
Customer focus has improved organizational image					
Customer focus has increased innovation.					

11. For the statements that have been either ticked 4 or 5 above briefly explain how customer focus contributes to their achievements.

STATEMENT
Explain how customer focus has increased productivity of the organization
Explain how customer focus has increased customer satisfaction in out of the organization

.....
Explain how customer focus has led to reduction on wastages
.....
.....
Explain how customer focus has led to reduction of operational costs
.....
.....
Explain how customer focus has improved organizational image
.....
.....
Explain how customer focus has increased innovation.
.....
.....

SECTION THREE: TOP MANAGEMENT COMMITMENT TO TQM

12. How will you rate on a scale of 1-5 the following? [Tick (√) the appropriate column]

Where; (1) Strongly disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly agree

STATEMENT	1	2	3	4	5
There is a written TQM policy.					
Managers attend TQM meetings.					
There are written TQM goals and objectives.					
Managers participate in executing TQM plans.					
Managers monitor and periodically evaluate the TQM program.					
Managers regularly attend TQM activities outside the company.					
Managers provide TQM budgets, staffing, and facilities for meetings.					
Managers and supervisors are held accountable for TQM performance					
Top managers receive and respond to TQM committee recommendations.					
Supervisors and managers personally conduct TQM audits and inspections.					
Management representatives are members of the TQM committee/Team.					
Written strategies and tactics (plans) for achieving TQM objectives are in place.					
There is enough commitment to sponsor new activities					
Management always thinks in the business lines					

Management talk to as many employees as possible about their opinions on TQM					
Top management makes processes visible.					
Managers ask people about ways to improve the work produced by setting examples of quality performance in their day to day decision making and activities.					
Managers try to plan ahead for technological and organizational changes that might impact the organization's future performance.					
Managers exact their attention on dealing with mistakes, complaints and failures to meet set standards.					
Improvement of all operations including personnel development, product and services are facilitated by the top management.					
The managers provide the direction for improvement and accordingly workers are motivated to take initiative.					
In case of any difficulty, employees interact with the managers to improve the situation.					
Management understands the strengths I bring to my job.					
Management routinely helps me improve my performance.					
In my organization, management promotes the person who has the best skills and knowledge to do the job.					
Employees are rewarded for meeting customer satisfaction goals.					
Everyone is clear about the organization's performance expectations.					
Our HR function is continually borrowing innovative approaches to increase employee effectiveness.					
My supervisor has the information and knowledge I need to do my job.					
Employees have easy access to any information within the organization that they need to improve doing their job.					
My organization has a clearly defined and well-followed process to resolve disagreements					
Employees need to bypass the formal organization to get things done					

13. Do you consider Top management commitment to TQM influenced the performance of social enterprise projects?

Yes [] No []

14. To what degree are the following claims true to your organization's performance and how will you rate them on a scale of 1-5? [Tick (✓) the appropriate column]

Where; (1) Strongly disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly agree

STATEMENT	1	2	3	4	5
Top management commitment to TQM has increased productivity of the organization					
Top management commitment to TQM has increased customer satisfaction in out of the organization					
Top management commitment to TQM has led to reduction on wastages					

Top management commitment to TQM has led to reduction of operational costs					
Top management commitment to TQM has improved organizational image					
Top management commitment to TQM has increased innovation.					

15. For the statements that have been either ticked 4 or 5 above briefly explain how top management commitment to TQM contributes to their achievements.

STATEMENT
Explain how top management commitment to TQM has increased productivity of the organization
Explain how top management commitment to TQM has increased customer satisfaction in out of the organization
Explain how top management commitment to TQM has led to reduction on wastages
Explain how top management commitment to TQM has led to reduction of operational costs
Explain how top management commitment to TQM has improved organizational image
Explain how top management commitment to TQM has increased innovation.

SECTION FOUR: TOTAL INVOLVEMENT

16. How will you rate on a scale of 1-5 the following? [Tick (√) the appropriate column]

Where; (1) Strongly disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly agree

STATEMENT	1	2	3	4	5
Management encourages and recognizes team work effort.					
Management recognizes my suggestions.					
Individual effort is recognized in delivering quality service.					
My advice has been sought in making decisions for our organization.					
People in the organization share responsibility for the success and failure of their work.					
Members from different departments voluntarily come forward to jointly solve organizational problems.					
Emphasis on team based problem solving approach rather than individual/department based problem solving approach.					
A lot of inter level and inter department discussions take place to build consensus before a policy is instituted.					
Employees are empowered to take corrective decisions on the spot without looking up to managers for their approval.					
Number of suggestions come from staff to improve the cross-functional work processes which are then implemented.					
Our internal processes are designed to enable us to work together as well as possible.					
Employees are invited to share their unique ideas to help move thir organizations forward.					
There is a collaborative work environment that fosters a sense of teamwork with all stake holders					

17. Do you think Total involvement influenced the performance of social enterprise projects?

Yes [] **No** []

18. To what degree are the following claims true to your organization's performance and how will you rate them on a scale of 1-5? [Tick (✓) the appropriate column]

Where; (1) Strongly disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly agree

STATEMENT	1	2	3	4	5
Total involvement has increased productivity of the organization					
Total involvement has increased customer satisfaction in out of the organization					
Total involvement has led to reduction on wastages					
Total involvement has led to reduction of operational costs					
Total involvement has improved organizational image					
Total involvement has increased innovation.					

19. For the statements that have been either ticked 4 or 5 above briefly explain how total involvement contributes to their achievements.

STATEMENT
Explain how total involvement has increased productivity of the organization
Explain how total involvement has increased customer satisfaction in out of the organization
Explain how total involvement has led to reduction on wastages
Explain how total involvement has led to reduction of operational costs
Explain how total involvement has improved organizational image
Explain how total involvement has increased innovation.

.....
.....

SECTION FIVE: CONTINUOUS IMPROVEMENT

20. How will you rate on a scale of 1-5 the following? [Tick (✓) the appropriate column]

Where; (1) Strongly disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly agree

STATEMENT	1	2	3	4	5
Regular training for workers is put in place.					
There is continuous improvement in our organization.					
Mistakes are seldom made in the course of operations.					
There is great emphasis on employee training for continuous learning of new things .					
Key processes in the organization are regularly benchmarked and undergo quality auditing.					
We have several tools that guide us in quality improvement.					
Making a mistake is not feared. It is recognized as a part of learning.					
There is use of corrective and preventive action mechanisms for process improvement.					
We use customer's feed back in the quest for improvement.					
The organization emphasizes doing things right the first time.					

21. Has continuous improvement influenced the performance of social enterprise projects?

Yes [] **No** []

22. To what degree are the following claims true to your organization's performance and how will you rate them on a scale of 1-5? [Tick (✓) the appropriate column]

Where; (1) Strongly disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly agree

STATEMENT	1	2	3	4	5
Continuous improvement has increased productivity of the organization					
Continuous improvement has increased customer satisfaction in out of the organization					
Continuous improvement has led to reduction on wastages					
Continuous improvement has led to reduction of operational costs					
Continuous improvement has improved organizational image					
Continuous improvement has increased innovation.					

23. For the statements that have been either ticked 4 or 5 above briefly explain how continuous improvement contributes to their achievements.

STATEMENT
Explain how continuous improvement has increased productivity of the organization

.....
Explain how continuous improvement has increased customer satisfaction in out of the organization
Explain how continuous improvement has led to reduction on wastages
Explain how continuous improvement has led to reduction of operational costs
Explain how continuous improvement has improved organizational image
Explain how continuous improvement has increased innovation.

24. How many times are you trained in a year?.....

SECTION SIX: MANAGEMENT ONLY

25. How important is Total Quality Management in your organization?.....

.....
.....
.....
.....
.....
.....

.....

26. How do you ensure that there is continuous quality improvement and TQM implementation in your organization?.....

.....

27. All through, our performance has greatly improved significantly on the following areas.

[Tick (✓) the appropriate column]

Where; (1) Strongly disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly agree

STATEMENT	1	2	3	4	5
Productivity					
Customer Satisfaction					
Reduction of wastages					
Reduction of operational Cost.					
Building of Ngo's image					
Increasing Innovation.					

28. (a) What influence does Customer focus have on your operations?

.....

(b) What influence does top management commitment to TQM have on your operations?

.....

(c) What influence does total involvement have on your operations?

.....

.....

(d) What influence does continuous improvement have on your operations?

.....

.....

29. To what percentage has the following areas increased?

- Productivity %
- Customer Satisfaction %
- Wastages %
- Operational Cost. %
- Ngo's image %
- Level of Innovation. %

30. To what percentage has the following areas DECREASED?

- Productivity %
- Customer Satisfaction %
- Wastages %
- Operational Cost. %
- Ngo's image %
- Level of Innovation. %

Thank You for Your Cooperation

APPENDIX D: SCRIPT FOR FOCUS GROUP DISCUSSION

Introduction

Hello everybody, my name is Stephen Fanaka Ndurya; I welcome you all to our focus group and thank you for showing up. I am a post graduate student with the University of Nairobi taking Masters of Arts in Project Planning and Management. I have been studying the influence of total quality management practices on the performance of social enterprise projects of non-governmental organizations in this County.

In the next 2 hours I will be facilitating the discussion and taking notes. As we continue I will be taking photos to cover our event today. In front of you is a consent form that I wish you all to sign it after you have filed your background information. Again refreshments are available accompanied with snacks. Welcome all. I will ask you several open questions. Your personal opinions and views are very important as there are no right or wrong answers so feel freely during this discussion. Please give everyone the chance to express their opinion during the conversation. You can address each other when expressing your opinion; we are only here to assist in the discussion. I therefore invited you all to discuss the following questions.

- In your view what is Total Quality Management?
- Are there specific areas the TQM cannot be applied in the organization?
- What practices does TQM entail?
- What are the operational practices does NGO's use?
- Is there an influential relationship between TQM practice and NGOs performance?
- If yes what is the nature of such a relationship?
- What are some of the merits organization can realize from implementing TQM practices?
- Do organizations that practice TQM actually improve performance in comparison with others which do not?
- How does customer Focus influence your organizations performance?
- How does top Management Commitment to total quality management influence your organizations performance?
- How does total Involvement influence your organizations performance?
- How does continuous Improvement influence your organizations performance?
- Would you kindly share your revenue statement?

APPENDIX E: LIST OF NGOs LOCATED IN KILIFI COUNTY- KENYA

- 1 Action aid
- 2 A Rocha Kenya
- 3 Africa Project Kenya
- 4 Akili Community Libraries
- 5 Alliance of Community Health Initiatives
- 6 Association for Living Angels Programme
- 7 Bambam Community Development Centre
- 8 Camara Educational Foundation
- 9 Caris Foundation International - Kenya
- 10 Charity People
- 11 Coast People Living With HIV/AIDS
- 12 Coastal Community Vision
- 13 Do Not Forget Africa
- 14 East African Center For The Empowerment Of Women And Children
- 15 Environmental Conservation and Development Initiative (ECADI)
- 16 Gapeka Children's Hope Centre
- 17 Global Peace and Prosperity Initiative
- 18 Green Olive E.V. Deutschland International
- 19 Kenya Center For Environmental Protection and Agro-Aquaculture
- 20 Kenya med Aid Funds For Promotion Of Natural Medicine In Kenya
- 21 Kidumbu Women In Development
- 22 Kilifi Moving The Goalposts
- 23 Komaza Kenya
- 24 Kuhenza For The Children's Foundation
- 25 Kwetu Training Centre For Sustainable Development
- 26 Life - Spring Foundation (Africa) Kenya
- 27 Lioness Cubs Street Children Kenya
- 28 Living Ecosystems Programme
- 29 Lolani – Kenya
- 30 Magarini Community Development Programme
- 31 Magarini Initiative For Community Development

- 32 Magharibi Development Foundation
- 33 Mulangaza Integrated Development Program
- 34 Mwangaza Integrated Development Organization
- 35 Needy People Rescue Centre
- 36 Nyetera Community Organization
- 37 People In Active Management Of Biodiversity And Agriculture (PAMBA)
- 38 Pidimango Water Project
- 39 Plan International
- 40 Romania Direct Help - International Direct Help
- 41 Teach The Word International
- 42 Upendo Children's Development Organization
- 43 Wikwatyo Community Development Project
- 44 Wild Living Resources
- 45 Wildlife Resource Centre
- 46 World Vision
- 47 Heifer Project International (HPI)