

**INFLUENCE OF TOTAL QUALITY MANAGEMENT PRACTICES ON
EFFECTIVENESS OF PROJECT MANAGEMENT IN MOI TEACHING
AND REFERRAL HOSPITAL UASIN GISHU COUNTY, KENYA**

BY

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REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTERS OF ARTS IN
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DECLARATION

This research project report is my original work and has not been presented in any other institution.
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DEDICATION

I dedicate this proposal to my lovely husband Mr. Rotich and our lovely son Adley for their concerted efforts for the success of this proposal.

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LIST OF ACRONYMS

CI Continual Improvement

IAEA International Atomic Energy Agency

ROI Return on Investment

SPSS Statistical Package for Social Sciences

TQM Total Quality Management

ABSTRACT

Total quality management (TQM) is considered a very important factor for the long-term success of an organization. TQM implementation has been an important aspect for improving organizational efficiency. The study intended to investigate the influence of TQM practices on effectiveness of project management. It further purported to examine the influence of customer-focus, supplier relationship, leadership and continual improvement on effectiveness on project management. The study adopted descriptive survey design since the researcher interacted one on one with the respondent. Data collected using closed-ended questionnaires. The study employed non-probabilistic approach. Also, systematic and strata sampling techniques was adopted. The study targeted doctors, nurses, subordinate staff, suppliers and clients hence sample size was 150 respondents. The study concluded that effective project management in an organization should be customer centric hence continuously improve its products and service delivery. Valuing clients more increases value of the organization through profitability, cost reduction and increased market share. The relationship between the suppliers and the organization determines the performance of the organization. Timely respond is one of the manifests of good relationship. Poor quality supplier's products lead to extra cost for purchaser, consequently affecting operations of the organization. Leadership influence is determined by leadership qualities, policy direction and social environment. Commitment by top management and leaders in an organization determine the leadership culture. Successful quality management is highly linked top management commitment. CI is one of the critical areas of focus in an organization. It entails modern quality research and practice. An organization should be in capacity to improve its quality of product and service henceforth minimizing cost burden to the customers. Due to increased competition in the market, continual improvement is necessary. Lack of CI in leadership of an organization leads to market share loss to competitors. Training among staffs is critical to ensure effective implementation of strategies and continual improvements.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Total Quality Management (TQM) can be defined as a management strategy that commenced in 1950s and advanced more in 1980s. It is the description of the culture, attitude and organization of a company that endeavors to provide customers with products and services with aim of satisfying their needs. The culture in an organization requires quality in all aspects of the company's operations. Process should follow certain order with compulsory first ones queuing first and waste eliminated from the process. According to Esin (2008) it is the method which management of an organization and its employees get involved in continuous production. Both quality and management tools are combined purporting to increase business and lower losses. It serves to eliminate loss causing actions or resources underutilizing. TQM emphasizes.

A study in Iran concluded that managers and other leaders in an organization attain energy through customers' satisfaction and organizational survival. All these are embedded in philosophy of total quality management. A study conducted in Indonesia revealed that Total quality management (TQM) principles and techniques were adopted almost by every manager in their management (Musran, 2013). Competitive advantage can be defined as the extent to which an organization creates a defensible position over its competitors. It is the ability of a firm to differentiate itself from its competitors as an outcome of its critical decisions. It comprises of identifying prices, quality, cost of production and delivery.

Total quality management (TQM) is considered a very important factor for the long-term success of an organization. TQM implementation has been an important aspect for improving organizational efficiency. The links between TQM and performance have been investigated by numerous scholars. While examining the relationship between TQM and performance scholars have used different performance types such as financial, innovative, operational and quality performance. Recent research on total quality management has examined the relationships between the Total quality management and organizational performance (Esin, 2008).

Achieving better organizational performance requires successful efficient and effective use of organisation resources and competencies with the aim of creating and sustaining competitive

advantage locally and globally. Competitive advantage can be defined as a status that organization achieved when it outperforms its competitors in such marketplace. Anoop et.al (2012) asserted that there are two types or models of competitive advantage which are installed in the in economic theory. The first one is the market based model which involves the cost and differentiation and argues that market uncovers inefficient organizations particularly those that do not offer products for which consumers are prepared to pay premium price. And it's driven by factors that are external to the organization such as threats and opportunities. The second one is the resource based model which focuses on the organizations resources and is driven by factors internal to the organization. Tracey et al (1999) have investigated competitive advantage from the aspect of, price, cost, delivery, flexibility and quality.

The main intent of this paper was to examine the influence of total quality management on organizational performance. The study endeavored to find out how practices such as customer-focus, supplier relationship, leadership, continual improvement and process approach affect performance of an organization (Nilsson et.al, 2001).

1.2 Statement of the Problem

A study conducted in Turkey by Esin (2008) revealed that size of a firm statistically affects TQM efforts. It points out that large firms implement employee management information and analysis, supplier management, and continuous improvement practices intensively compared to small firms. Employees working in small firms ends up being less motivated to participate in team work and empowerment.

According to Zulnaidi (2014) firms undertake TQM based on several factors which include customer focus continuous improvement, teamwork and management commitment. Customer focus is related to customer satisfaction hence critical factor that affect performance of an organization. A study conducted in Australia by Anoop et.al (2012) TQM utilized in an organization increase the ability and performance of the organization. The performance can be measured by financial performance, operational performance, customer retention, employee retention and quality of products. Performance of an organization can be widely affected environmental and organizational factors. Use of TQM affects financial performance either directly or indirectly.

A study conducted in South Africa by Masejane (2012) revealed that measuring performance is very essential to the success of any organization. TQM has changed operations of many organizations as managers recognize fundamental management practices such as leadership, decision-making, strategic planning, customer focus, and continual improvement. A Ghanaian study by Didik, Moses & Patdomo (2011) noted that quality management is a better method of management that encourages improvement in organizational performance. According to Korankye (2013) most of the organizations in Ghana were adopting total quality management practices to produce better products and meet customer needs. Empirical studies provided evidence that firms that practice total quality management practices win major quality awards. An integrated total quality management system reduces errors and wastage of resources leading to effective and efficient administration.

Karani (2013) argued that Total quality management is a management strategy of an organization which focuses on quality, participation of all staff members and aims at long term success. All this can be achieved through customer satisfaction and benefits to all members of the organization and to society. Therefore, TQM is a philosophy for managing an organization in a way that meets expectations of shareholders and motivation of staffs. A study by Jeremiah (2015) indicated that a business should have continuous improvement for it to remain competitive. Currently, many County hospitals have faced challenge with staffs striking often hence performance in the health facilities being questionable. In the year 2014 the management of the hospital was grilled and questioned about multi-billion upgrading project that was been carried out. There are other projects such as Cancer and Chronic Disease Management Centre, the Alcohol and Drug Abuse Rehabilitation Centre, the Mental Health Ward, Piping Oxygen and Medial Gases and the Integrated Health Information Centre.

There are numerous TQM practices that influence effectiveness of project management. This study focused on only four that seemed to greatly project management. Leadership and customer focus are critical in every organization hence need to establish their relationship with project management. Projects are undertaken on ongoing concern thus Continuous Improvement is significant for effective management. There has been no other study that has been carried out to investigate the influence of TQM practices on undertaking projects in Moi Teaching and Referral

Hospital in Uasin Gishu County. Therefore, the study was relevant to examine the influence of customer focus, supplier relationship, leadership, and continuous improvement on effectiveness of project management in the hospital.

1.3 Purpose of the Study

This study intended to establish the influence of total quality management practices on effectiveness of undertaking projects in Moi Teaching and Referral Hospital, Uasin Gishu County.

1.4 Objectives of the Study

This study intended to determine influence of TQM practices in Moi Teaching and Referral Hospital on effectiveness of project implementation. It was guided by the following objectives.

1. To determine the influence of customer-focus on effectiveness of project management in Moi Teaching and Referral Hospital in Uasin Gishu County
2. To explore the influence of supplier relationship on effectiveness of projects management in Moi Teaching and Referral Hospital in Uasin Gishu County.
3. To investigate the influence of leadership on effectiveness of projects management in Moi Teaching and Referral Hospital in Uasin Gishu County.
4. To examine the influence of continual improvement on effectiveness of projects management in Moi Teaching and Referral Hospital in Uasin Gishu County.

1.5 Research Questions

The study tried to answer the following questions.

1. Does customer-focus influence effectiveness of projects management in Moi Teaching and Referral Hospital in Uasin Gishu County?
2. Does supplier relationship influence effectiveness of projects management in Moi Teaching and Referral Hospital in Uasin Gishu County?

3. Does leadership influence effectiveness of projects management in Moi Teaching and Referral Hospital in Uasin Gishu County?

4. Does continual improvement influence effectiveness of projects management in Moi Referral Hospital in Uasin Gishu County?

1.6 Study Hypothesis

The study was guided by the following hypothesis to be tested at 95% significance level.

Hypothesis 1

HI There is significant relationship between customer-focus and effectiveness of projects management.

Hypothesis 2

HI There is significant relationship between supplier relationship and effectiveness of projects management.

Hypothesis 3

HI There is significant relationship between leadership and effectiveness of projects management.

Hypothesis 4

HI There is significant relationship between continual improvement and effectiveness of projects management.

1.7 Significance of the Study

The study was anticipated to be helpful to management team of organizations. They were to understand more on how TQM practice affect their performances and benefit on utilizing them. Strategic management will gain more knowledge on how the performance will be affected by TQM practices applied.

This study was to give reliable information to stakeholders of Moi Teaching and Referral Hospital and any other institutions to ensure high performance. Moreover, policy makers were also benefit from the findings of this study by understanding the need of adopting TQM practices in order to enhance performance in health facilities and institutions in Kenya.

Staffs of any organization were to comprehend TQM applicable and how they affected their organization and individual performance. Moreover, academicians and researchers can utilize the findings, conclusions and recommendations of this study for future reference purposes.

1.8 Limitations of the Study

The study was anticipated to experience time challenge. The study was envisaged to run short of time. Also, the study faced challenge of insufficiency of funds to meet all the financial obligations adequately. However the researcher expected optimize available resources in the prevailing circumstances.

Unwillingness of respondents to take part in giving required information was anticipated also to pose a dare. The problem curbed by assuring respondents that the study is merely academic and their information was to be handled with confidently.

1.9 Delimitations of the Study

The study only covered Moi Teaching and Referral Hospital in Uasin Gishu County. It had sample of 100 staffs in the Hospital.

1.10 Assumptions of the Study

The study assumed that the respondents were available; they were prepared to respond to the research questionnaires. Also, it was assumed that respondents were honest and gave reliable information to achieve the purpose of the study.

1.11 Definitions of Significant Terms

Total quality management (TQM) is an integrated organizational effort designed to improve quality at every level.

Performance refers to the attaining a given goal or accomplishing a certain task measured in terms of cost, speed, accuracy and completeness.

Customer-focus is concentration on elements that affect customer either positively or negatively to ensure good relationship between clients and the hospital.

Supplier relationship is the discipline between the hospital and the third party who provide goods and/or service.

Leadership is a process in which a management team or an individual in high authority influences others to accomplish certain goals and embraces cohesiveness in an organization.

Continual improvement is a concept that allows serial improvements to ensure better service delivery of any organization.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Total Quality Management (TQM) is a means for improving personal effectiveness and project management and for aligning and focusing all individual efforts throughout an organization. It provides a framework within which you may continuously improve everything you do and affect. It is a way of leveraging your individual effort and extending its effect and its importance throughout an organization and beyond. This chapter reviews studies of other researchers on customer focus, supplier relationship, leadership, continual improvement and process approach on project management performance.

2.2 The Influence of Customer-Focus on Effectiveness of Project Management

Quality is defined as meeting or exceeding customer expectations. The goal is to first identify and then meet customer needs. TQM recognizes that a perfectly produced product has little value if it is not what the customer wants. Therefore, we can say that quality is customer driven. However, it is not always easy to determine what the customer wants, because tastes and preferences change (Zulnaidi, 2014). Also, customer expectations often vary from one customer to the next. For example, in the auto industry trends change relatively quickly, from small cars to sports utility vehicles and back to small cars. The same is true in the retail industry, where styles and fashion are short lived. Companies need to continually gather information by means of focus groups, market surveys, and customer interviews in order to stay in tune with what customers want. They must always remember that they would not be in business if it were not for their customers.

Yu-yeon et.al (2012) concluded that customer satisfaction is one of key drivers of firms' performance. Study by Zulnaidi (2014) ascertained that integral TQM practices based on customer focus compel employees to deliver quality service intending to meet customers' satisfaction. A firm that is customer centric has to continuously improve its products and service delivery. Other practice such as supplier relationship considerations are factored in. Qualified suppliers are to be engaged to maintain customer confidence and satisfaction. Mohamad, et.al (2014) indicated that knowledge management is critical for customer relationship management.

A well defined example of knowledge management is the information management on corporate database. Relationship marketing enhances customer-firm relationship hence improved performance of a firm.

A study conducted in Ghana by Elvis, Andrew & Bonye (2014) noted that customer focus is one of the key principles of TQM. Success of an organization is determined by how well customer needs are understood. Internal customers who are employees form crucial component of TQM implementation team. TQM is a system which ensures quality in an organization. Globally much attention has been given to customer focus in hospitality, construction and health care. Product focus is one of the approaches on customer focus.

Customer satisfaction increases when effective implementation on TQM practices is conducted. Quality service offered enhances customer loyalty through satisfaction, hence good reputation of business leading attraction of more customers. Customer satisfaction and good reputation turns to be cost effective means of marketing the business, therefore profitability and market share of the organization most likely increases (Bhah & Tee, 2002). Kanorio (2014) states that TQM is a management philosophy which applies devolution of authority from the front line staffs. It is a practice that encompasses every staffs in decision making process through activities such as quality cycles and strong team work.

A study on effects of TQM implementation in performance of microfinance institutions in Kenya by Faith (2014) stated that organizational strategy should be based on customers' needs. Faith noted that a study by Samson & Rerziovski (1999) pointed out customer focus in underpinning ideologies for an organization to implement TQM programs.

2.3 The Influence of Supplier Relationship on Effectiveness of Project Management

In every organization there must be suppliers who provide the required necessities for smooth running of the organization. The relationship between the suppliers and the organization determines the performance of the organization. Timely respond is one of the manifests of good relationship. Definitely, this increases trust in the mutual relationship between suppliers and the organization. According to Almanda (2010) materials and purchased parts have to be availed for an organization to execute effectively and efficiently. Poor quality supplier's products lead to

extra cost for purchaser. For better performance of an organization, strong and good relationship between management and supplier is necessary. Just-in-Time delivery of goods or provision of services should be ensured for effective administration of a project. A study undertaken in Turkey by Esin & Hilal (2014) highlighted that effective knowledge management enables employees to access data and information timely, accurately and effectively while executing their mandates, thus improving effectiveness of operations.

Karani (2011) asserted that every organization should treat their suppliers as long-term partners. Suppliers are to be treated as integral part of the organizations business operations. Best quality management practices facilitate establishment of relationships with suppliers and customers, hence promoting and facilitating communication intending to improve effectiveness and efficiency of processes that create value. Every organization should treat their suppliers as long-term partners. Suppliers are to be treated as integral part of the organizations business operations. (Bhah & Tee, 2002).

Suppliers are to be encouraged to carry out programs that favor continual improvement of performance. Involving partners in identifications of purchasing needs and joint strategic development is critical. This includes evaluation and recognition of others efforts and rewarding them (Brian and Nicholas, 1989). Chang (2009) pointed out that for realization of mutual dependence between supplier and an organization there should be breaking of boundary among supply chain members and build integrated system. TQM authorities wok hand in hand with some suppliers to ensure their raw materials are of high quality. Moreover, some collaborate with suppliers to improve quality of their products. Maintaining mutual relationship between management and suppliers creates room for improving value for both.

A research conducted by Abedalfattah (2013) indicated that materials and purchased items in an organization are element of quality management. Supplier relationship is based on number of suppliers, involvement of suppliers in product development, evaluation of suppliers based on quality and provision of training. Tangus, Luke & Charles (2015) asserted that supplier relationship management entails investment of time and resources. Firms should analyze each supplier to establish high preference suppliers. Suhong et.al (2004) affirmed that there are usually long time relationships between organizations and some suppliers. Basically, the

strategic partnership is designed to influence strategic and operational competencies of individuals in regard to achieving particular benefits or targets. This kind of partnership is done directly and is a long term mutual benefit association.

Supplier development is significant in any organizational performance. According to Wachiuri, Waiganjo & Oballah (2015) most of the elements of supplier development influence greatly performance of an organization, particularly, financial support, direct firm involvement and rewards. Supplier development plays a critical role in performance of an organization since it leads to profitability, reduction in production cost and improvement in product quality. Production is well facilitated by effective supplier relationship hence growth on the organization. In order to have positive supplier relationship there should be supplier development process which involve visitation of the supplier premises by the organizational management team.

A study by Antic and Bojana (2012) singled out that many companies encountered great challenge in attaining competitive advantage. Just-in-Time business system was helpful as it reduced overhead costs. Also, backflush costs which rationalize procedures of cost tracking and analysis enable total quality management hence high quality of product. To achieve this there should be high involvement of employees and achieving best in every department in the organization. Just in Time system is mostly used because of its effectiveness in elimination of errors, non-value adding activities, defects breakdown and timely delivery. It is widely used in TQM as it eliminates defects and enables prompt solution provision. It also helps in engaging and keeping employees that possess such knowledge and skills.

2.4 The Influence of Leadership on Effectiveness of Project Management

According to Gary (2008) performance in organizations is widely influence by leadership behaviors, management programs, structural forms and external initiatives. Effective management requires combated efforts by leaders in an organization. There is need to have flexibility and adaptability culture in an organization. According to (Kanorio, 2014) management focuses on integrating all individual efforts towards improving performance of an organization. Tangible improvements are measured by reduced costs, human resource developments, new product developments, schedules, and customer satisfaction.

A study conducted in Chicago by Stanley & James (2003) leadership was viewed as a product of organizational environmental constraints and its leadership variance. Leadership influence is determined by leadership qualities, policy direction and social environment. Influence made by one person in leadership may be insignificant, considering the ability of influence though the person may have leadership qualities. According to George (2016) effectiveness of employees is usually affected by leadership of an organization. Leadership affects morale of employees directly. Democratic leaders allow employees to participate in success of the company and appreciate their efforts (Morris, Thomas, & Sherry, 2012).

Total Quality Management practices are determined by people who lead or are led. Effective leadership leads to effective TQM. Therefore, model leadership has to be demonstrated for effective TQM practices to be adopted effectively. Brian & Nicholas (1989) noted that TQM leadership is essential in every department or all organization levels. Effective TQM leadership is determined by each worker's enthusiasm and individual visible commitment to the process of continuous improvement rather than on your place in the organization.

Commitment by top management and leaders in an organization determine the leadership culture. Effective leadership is influenced by deep involvement of leaders to the organizational strategy, open communication and cooperation. TQM implementation improves the organizational performance. Issues related to quality are related to effectiveness of management. The more the issues arise from suppliers, stakeholders and customers depicts poor management and leadership of an organization. Successful quality management is highly linked top management commitment (Kanorio, 2014). It requires that top management commitment to quality must convey the philosophy that quality will receive a higher priority over cost and that on long run will achieve operational performance as well as reduced operational cost.

In every organization management is responsible for mentoring product design and evaluating market demands and consumer needs. Management focus on critical for organizations to produce goods or render service that meet needs of the consumers (Gary, 2008). Management level plays a noteworthy responsibility on conducting organizational operation as well as in decision-making and resource allocation processes. Therefore, it is evident that management team of any

organization has positive effects on human resource, suppliers management, and design management.

Faith (214) pointed out that management leadership is significant driver of TQM and greatly influence implementation of TQM practices. Management leadership refers to the way management leads or guides personnel in the firm in an appropriate manner. Eman (2001) noted that top management has a major role in guiding organizational activities towards improved performance. Leadership in any organization has upper hand in directing organization to accept and implement TQM. Competitive advantage comes through people and quality products and / or service and management through quality. Efficient leadership enables high competitive advantage to any organization.

Success of any project in an organization is determined by employee-employer relationship. Managers who are leaders spearheading projects in an organization have the responsibility of ensuring full implementation of the projects. Coordination among the work force determines whether a project will succeed or not. Human resource involves employee training and employee relation which positively relate to improvement of quality. According to Flynn, Schroeder & Sakakibara (1995) revealed that quality improvement is achieved through utilizing quality data and timely reporting. Application of principle of employee involvement results to open discussion of problem at work place free sharing of knowledge and experience, performance evaluation against targets people owing their problems and people knowing the need to participate and their role in the organization (Chang, 2009). Additionally, the effective quality management is determined by effectiveness of leadership due to quality efforts inserted and support of the leadership. Leadership establishes development strategy and operation targets which affect actual competence. Every management team in an organization should be able to set holistic goals, and inspire team to strive achieve the goals jointly.

2.5 The Influence of Continual Improvement on Effectiveness of Project Management

Damjan, Maletic and Gomiscek (2012) noted that challenges posed by contemporary competitive environment calls for quality and performance improvement initiatives to improve competitiveness. IAEA (2006) observed that continuous improvement (CI) as a set of routines

that helps an organization improve its performance. A well predictor of performance improvement in an organization is continuous improvement.

CI is a process which requires clear comprehension of organization objectives and process of measuring effectiveness and efficiency. Critical elements such as good leadership and objectives of company are critical in the process. Success of this process is more or less influenced by commitment of leadership (Jiri, 2000). According to IAEA (2016) strategy adopted in continual process should be flexible enough to allow the selection of the most appropriate approach for each improvement. Rigid strategies hinder effective use suitable tools and methodologies hence should be avoided.

Jiri (2000) defines CI as a result or product achieved in an organization after certain changes are made. It cuts across all levels in an organization such as leadership, people and processes. Consequently, according to Kaynak (2002) it should direct an organization to better prices, cost and productivity. This process can be effectively conducted through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions and management review. Since is a continual process management device how to improvement effectiveness in organization operations instead of waiting problems to emerge. These improvements vary from small step ongoing continual improvement to strategic breakthrough improvement projects.

Several items are involved in the cycle of CI which includes establishing customer requirements, meeting the requirements, measuring success, and continuing to check customers' requirements to find areas in which improvements can be made (Esin, 2008). Customers can be either internal or external depending on their location in the organization. Customers inside the organization are internal while those outside the organization. Internal customers usually work towards external customer satisfaction. Measures like service flow, ROI, profits and material flow fail when continual improvement process is not duly implemented (Chang, 2005).

Chang (2009) revealed that CI is one of the critical areas of focus in an organization. It entails modern quality research and practice. An organization should be in capacity to improve its quality of product and service henceforth minimizing cost burden to the customers. Due to increased competition in the market, continual improvement is necessary.

Continual improvement is a management strategy which is an integral part of TQM. Fauzi, Arsono & Bambang (2016) asserted that CI is a gradual, planned and organized systematic approach for an organization to ensure continuity in incorporating different phases on implementation. CI sustains organization's ability. There are several approaches of measuring continual improvement which include customer service, complaints, requests for replacements and returns.

According to Jiri (2000) performance management and continuous performance improvement are significant in every organization especially when intending to achieve international competitiveness and sustained growth. CI is all about activities that facilitate products, services and processes to be produced effectively at reduced cost and improve quality. The improvements are either breakthrough or incremental. CI demands for effective project management because it is related to vision, mission and goals of the organization. Lack of CI in leadership of an organization leads to market share loss to competitors. In order to maintain organizational culture, CI is undertaken (Fauzin, Arsono & Bambang, 2016).

2.6 Theoretical Framework

This study was guided by two theories to explore on the impact of total quality management practice such as leadership, continual improvement, and customer-focus and supplier relationship influence performance of an organization. Deming and Crosby's theory are utilized in this study.

2.6.1 Deming's Theory

Deming's theory of total quality management was built on fourteen points of management. It was based on philosophy plan-do-check-act. He argued that ratio-quality is equivalent to output of workforce over total costs. According to Deming, if an organization focuses on reduction of costs then its quality of output goes down. In order for a company to remain at competitive edge it has to offer quality products into the market. Poor quality is an expense to company because it has to put more resources in marketing the poor quality products. In his theory Deming adopted four key concepts which are system appreciation, variation knowledge, knowledge theory, and psychology knowledge. In TQM it is important to understand company's processes, and how they work, causes of variation, what can be known and human nature in that organization. This will help the organization to facilitate continual improvement process and trainings.

Further, he argued that there should be constant purpose in TQM and adoption of new philosophies. There should be continual improvements in terms of staff knowledge, product quality and management style. TQM should not be based on mass inspection or awarding businesses based upon prices. For TQM to be achievable there should be continuous production and service, trainings and cutting edge for leadership. Any organization striving to attain TQM it should break the barriers in departmental. Free and ease flow of information should be evident in the organization.

Deming demonstrated the Plan-Do-Check-Act in cycle created for continuous improvement. In planning phase objective and actions are set first. Implementation process begins thereafter by taking actions to ensue improvements in the organization. Periodical checks are ensured in order to maintain the set quality. Deliveries made by suppliers should be highly inspected to ensure standard quality is maintained. Lastly, acting is necessary to certain that intended changes in CI are achieved. Management should ensure that right and exact things are done timely and customers are satisfied.

2.6.2 Crosby's Theory

Philip Crosby also credited the initiation of TQM movement. He argued similarly to Deming but pointed out that money spent on quality is money well spent. Management is commitment to quality. Crosby defines quality as adherence to requirements and prevention is best way to ascertain quality. Also, he posed challenge that zero mistakes is the performance standards of quality. Furthermore, Crosby's theory stated that quality is the measured by the price of nonconformity. More precisely consistency in producing conforming products and services at optimum price should be the ideal target.

Continuous quality improvements can be achieved through total commitment from management. This is realistic where quality leadership in an organization is manifested. Significantly, an organization should form quality improvement teams to champion for quality improvements in the management, product and service. Specifically, each department should nominate a person to the team for quality in the organization to create equal opportunity for participation. Also, each quality improvement activity should have metrics for measurement.

Every organization that strives at achieving TQM then it should be able to determine the cost of quality and gains attributed to improvements. Effective management should be in a position to encourage its employees to fix their mistakes and create zero-defect committee. Also, every member staffs in that organization should comprehend steps to quality. In order to keep quality management root causes of errors need to be established and eliminated from the system or process. Communication on both current and anticipated nonconformance issues should be done to permit timely corrections. Hackman (1995) pointed out that an organization is combination of several departments which involve different sectors in the economy hence there is need to address collectively by representation from all functions. Life span of an organization is determined by the commitment to continuous improvement.

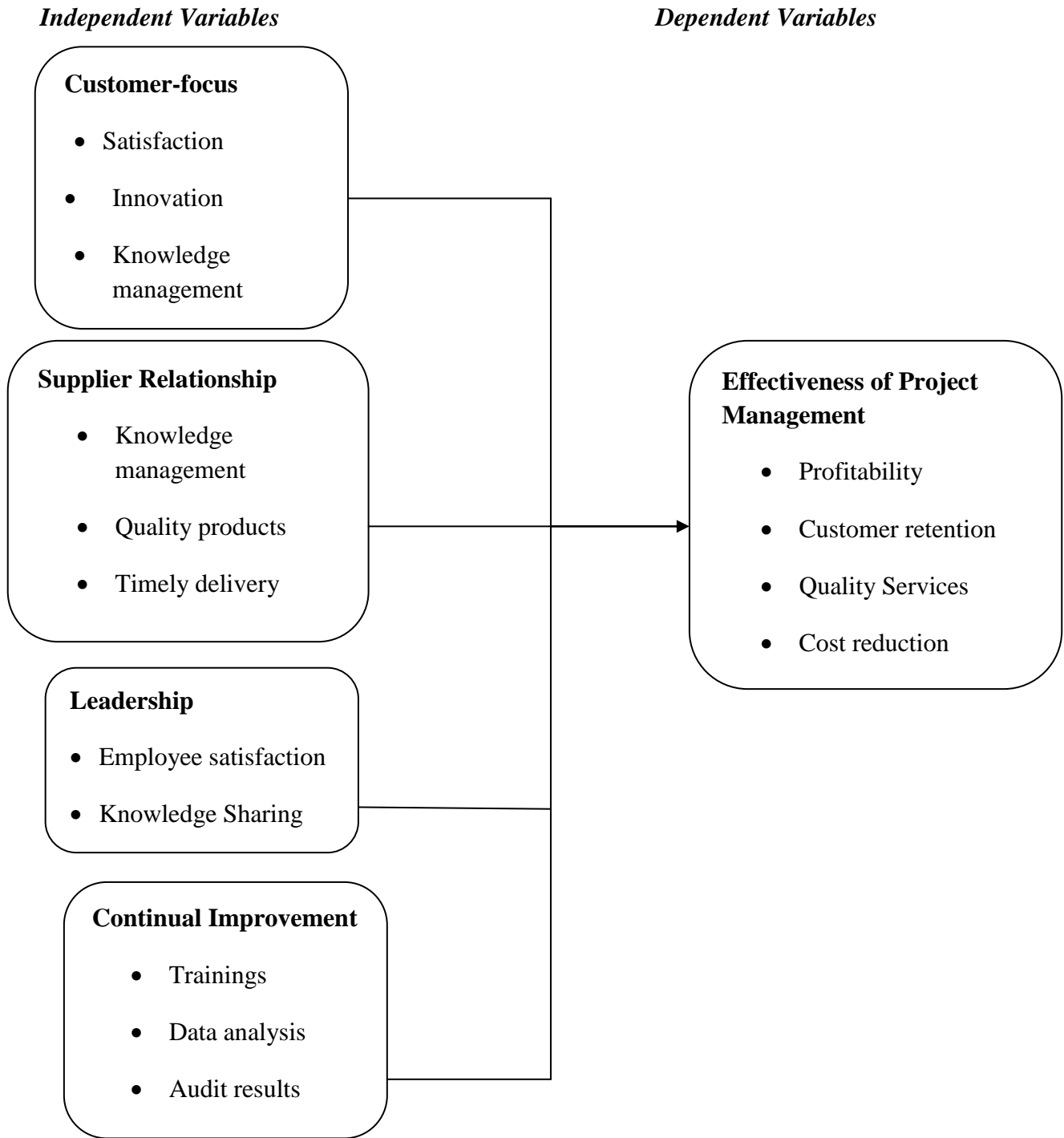
2.7 Conceptual Framework

The conceptual framework of the study was developed basing on the objectives of the study, dependent and independent variables. Below illustration was framed to show the relationship between dependent and independent variables.

It is anticipated that customer focus will have positive correlation with project management performance. Also the correlation between supplier relationship and project management is expected to be positive as it ultimately influences implementation of projects in any organization. Leaders spearhead every project in organization hence the study anticipates positive correlation between leadership and project management performance. success of an organization is determined by how continuously it improves it implementation strategies. Therefore, there are anticipations of positive correlation between continual improvement and project management performance.

Conceptual framework showing the relationship between the independent and dependent variables

Figure 1: Conceptual Framework



2.8 Knowledge Gap

A study conducted in Turkey by Esin (2008) revealed that size of a firm statistically affects TQM efforts. It points out that large firms implement employee management information and analysis, supplier management, and continuous improvement practices intensively compared to small firms. Employees working in small firms ends up being less motivated to participate in team work and empowerment.

A study conducted in Australia by Anoop et.al (2012) TQM utilized in an organization increase the ability and performance of the organization. The performance can be measured by financial performance, operational performance, customer retention, employee retention and quality of products. Performance of project management in an organization can be widely affected environmental and organizational factors. Use of TQM affects financial performance either directly or indirectly.

Karani (2013) argued that Total quality management is a management strategy of an organization which focuses on quality, participation of all staff members and aims at long term success. All this can be achieved through customer satisfaction and benefits to all members of the organization and to society. Therefore, TQM is a philosophy for managing an organization in a way that meets expectations of shareholders and motivation of staffs. A study by Jeremiah (2015) indicated that a business should have continuous improvement for it to remain competitive. Currently, many County hospitals have faced challenge with staffs striking often hence performance in the health facilities being questionable. There was no other study that has been carried out to investigate the influence of TQM practices on effectiveness of project management in Moi Teaching and Referral Hospital in Uasin Gishu County. Therefore, the study was relevant to examine the influence of customer focus, supplier relationship, leadership, and continuous improvement on project management performance.

2.10 Summary of the Chapter

Quality is defined as meeting or exceeding customer expectations. The goal is to first identify and then meet customer needs. TQM recognizes that a perfectly produced product has little value if it is not what the customer wants. The study has found that customer satisfaction is one of key drivers of firms' performance. In every organization there must be suppliers who provide the required necessities for smooth running of the organization. The relationship between the suppliers and the organization determines the performance of the organization.

Performance in organizations is widely influence by leadership behaviors, management programs, structural forms and external initiatives. Effective management requires combated efforts by leaders in an organization. There is need to have flexibility and adaptability culture in an organization. CI is a process which requires clear comprehension of organization objectives and process of measuring effectiveness and efficiency. Critical elements such as good leadership and objectives of company are critical in the process. Success of this process is more or less influenced by commitment of leadership.

The study looked into two theories based on management and employees effectiveness in service delivery. These theories are Deming theory and Crosby's theory. It also formulated a comprehensive conceptual framework. Lastly, knowledge gap of the study was established.

CHAPTER THREE

RESEARH METHODOLOGY

3.1 Introduction

This chapter presents research methodology that was adopted by the study. It entails the research design, target population, sample and sampling procedure, data collection procedure, validity and reliability of the data collection instruments, data analysis procedure and ethical issues observed.

3.2 Research Design

The study used descriptive survey design sine it assess opinions and trends in Moi Referral and Teaching Hospital. According to Mugenda and Mugenda (2003) survey research is normally significant in describing characteristics of a population. Arguably, no other research design that can provide broad capabilities ensuring that sample gives accurate results to draw conclusions and make decision on behalf of whole population.

Descriptive design entails collection of quantitative information that can be tabulated in numerical form. It involves gathering data that describe an event, and then tabulate it. Therefore, the study adopted this design to establish the correlation between dependent and independent variables. Since the researcher had no control over independent variables, descriptive survey design will be used. The design enables one to collect data without changing the environment because it collected from specific area.

Mugenda and Mugenda (2003) pointed out that descriptive design focuses on in-depth rather than breadth. This gave the researcher room for intensely determine the influence of TQM practices on project management performance.

3.3 Target Population

Population can be defined as the total number of individuals of interest in certain study. The study sought to Glenn (1992) the study targeted all staffs in Moi Teaching and Referral Hospital. The study targeted doctors, nurses, subordinate staffs, 10 suppliers and 40 clients. The participants were assumed to have reliable information on TQM practices influencing project management performance of the hospital.

3.4 Sample Size and Sampling Procedure

This section intended to inform the technique to be adopted for sampling and the sample size. Therefore, it was categorized into two; sampling technique and sample size.

3.4.1 Sampling Procedure

The study employed non-probabilistic sampling since the data could not be randomly selected. Purposive sampling was applied in order to collect data from specific respondents. Snowball sampling was also incorporated to help identify the opinion of the staffs and management staffs. The study used systematic sampling techniques and strata stratification. Each department formed a stratum. The study intended to get information from staffs in the hospital, taking the level of confidence as 95%, and margin of error would be 5%.

3.4.2 Sample Size

According to Yamane (1965) as noted by Glenn sample is a proportion of population. The sample size used was 20% of population of Doctors, nurses, subordinates staffs, suppliers and clients.

Table 3.1 Sampling Frame

No.	Targeted respondents	Sample Size (n)
1.	Doctors	10
2.	Nurses	70
3.	Subordinate staffs	20
4.	Suppliers	10
5.	Clients	40
6.	Total	150

3.5 Data Collection Method

The study used closed-ended questionnaire as instrument of data collection. The questionnaires were divided into two parts. Part A entailed demographic information of the respondents. This included their title or designation, the sector they are in and the experience they have in the industry. Part B was divided into four sections according to objectives of the study. Researcher assistant was required to help in the distribution of questionnaires and also their collection.

3.6 Data Collection Procedure

The researcher issued out questionnaire to the identified respondents randomly. Specific questionnaire were administered to specific groups according to classification of the researcher. After a stipulated period of time, the questionnaires were collected back for analysis.

3.7 Validity and Reliability of Research Instrument

3.7.1 Pilot Study

The researcher conducted a prior test study to test whether the aim of study undertaken were achievable. Instruments were tested while conducting pilot study to prove the reliability and establish any ambiguity. 10 questionnaires were administered to the respondents for pilot study. The data obtained will be tested to prove that it will give actual expected information. Improvements were done to the instrument for accuracy. By the end of data collection process, the researcher personally issued another 10 questionnaires to test the consistency of the instrument.

3.7.2 Validity of Research Instrument

Validity refers to the ability of the instrument to measure what it is designed to measure. Kumar, (2005) as cited by Shammar (2014) defined validity as the degree to which the researcher has measured what he set out to measure. It is the accuracy and meaningfulness of inferences which are based on research results. Validity was proven if the instrument collected anticipated information. The researcher worked hand in hand with the supervisor to prove validity of the instrument. Peer reviews were also incorporated to ensure validity of the instrument.

3.7.3 Reliability of Research Instrument

Reliability is a measure of the degree to which a research instrument yields consistent results or data the same each time it was used under the same condition. If consistent results were obtained by the same participants in the same repeated measurements then the higher the reliability of the measuring procedure. A research tool is reliable if it is consistent, stable, predictable and accurate.

3.8 Data Analysis

The questionnaires were edited and coded to check that all responses were given and indicate the accuracy. Descriptive statistics used to analyze the data. Descriptive statistics allows for

narration to be used to interpret the data on variables. The Statistical Package for Social Sciences (SPSS) computer program was used due to the enormous quantity of data. Spearman rank correlation was used to determine the relationship between variables.

3.9 Ethical Considerations

Plagiarism is using others' ideas and words without clearly acknowledging the source of that information. The researcher acknowledged other person's idea, opinion, or theory when used. Furthermore, the researcher paraphrased other studies so as not to commit plagiarism.

After data collection, information obtained was kept secure in order not to expose it to the public or used for any another use. Furthermore, the information was kept free from irrelevant users. The researcher strived to sustain intellectual honesty and sought collaborative support which was duly acknowledged. The researcher also endeavored to arrive at conclusions based on objective inferences that are purely and blindly guided by the data collected.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter analyses the data collected, presents it in tables and undertakes data interpretation. The chapter provides the major findings and results of the study as obtained from the questionnaire.

4.2 Questionnaire Response Rate

Questionnaire response rate indicates the percentages of the questionnaires that were filled and returned by the respondents. The returned questionnaires were the ones analyzed. Table 4.1 shows the response rate from the sample size.

Table 4.1: Questionnaire Response Rate

Stratum	Sample Size	Return Rate
Doctors	10	8
Nurses	70	60
Subordinate staff	20	20
Suppliers	10	6
Clients	40	35
Total	150	129

Out of 150 of targeted respondents, 129 of them completed and returned the questionnaires which constitutes to 94.23%. This response rate is excellent indicating good representative of the population. According to Mugenda and Mugenda (2003) response above 70% is excellent, rate of 60% to 69% is good while 50% is adequate for analysis and reporting (average).

4.3 Demographic Characteristics of the Respondents

Demographic information of the respondents was sought to establish their gender, age, education level and working period.

4.3.1 Distribution of Respondents by their Gender

The study sought to find out the gender of the respondents. The study targeted doctors, nurses, subordinate staffs, suppliers and clients. The information is anticipated to be reliable.

Table 4.2 Distribution of Respondents by their Gender

Gender	Frequency	Valid percentage	Cumulative percentage
Male	85	65.9	65.9
Female	44	34.1	100
Total 1	129	100	

As shown in table 4.2 above, a good number of the respondents (65.9%) were male while less than half (34.1%) were female.

4.3.2 Distribution of Respondents by Age

The study sought to establish ages of the respondents from the two locations. Their ages were categorized into various groups as follows; 26 – 30 years, 31 -35 years, 36 – 40 years, 41- 45 years, 46- 50 years and over 50 years.

Table 4.3 Representation of Age Brackets of the Respondents

Age bracket	Frequency	Percent	Cumulative percent
26 -30 years	45	34.9	34.9
31 - 35 years	10	7.8	42.7
36 - 40 years	15	11.6	54.3
41 -45 years	30	23.3	77.6
46 -50 years	21	16.2	93.8
Over 50 years	8	6.2	100
Total	129	100	

According to the table 4.3, nearly half of the respondents (30%) were aged between 26 and 30 years. 20% of the respondents aged between 36 - 40 years. Also, similar number of respondents aged 41 to 45 years. A very number of respondents noted that they belonged to age bracket 31 and 35 years, 46 and 50, and over 50 years represented 10%.

4.3.3 Distribution of Respondents by Education level

The study categorized education into three; tertiary, graduate and post-graduate.

Table 4.4 Representation of Education Level of the Respondents

Education Level	Frequency	Percent	Cumulative percent
Tertiary	45	34.9	34.9
Graduate	69	53.5	88.4
Post-graduate	15	11.6	100
Total	129	100	

According to the table 4.4 above slightly more than half of the respondents were graduates while 34.9% were of tertiary level. Only 11.6% of the respondents were post-graduates.

4.3.4 Distribution of Respondents by departments

The study intended to identify where various staffs in the organization were working at. The study considered four departments; finance, administration, procurement and customer service.

Table 4.5 Representation of the Respondents by Departments

Department	Frequency	Valid percent	Cumulative percent
Finance	8	9	9
Administration	47	53.4	62.5
Procurement	20	22.7	85.2
Customer service	13	14.8	100
Total	88	100	

Above table 4.5 depicts that slightly more than half of the respondents (staffs) were working in the administration department. 22.7% of them worked in procurement department while 14.8% worked in the customer service department. Only 9% of them were in finance department.

4.3.5 Distribution of the respondents by Working Period

The study purported to find out to find for how long the staffs who respondents had been working. Below table gives representation of their response.

Table 4.6 Representation of Respondents by their Working Period

Working period	Frequency	Percent	Cumulative percent
1 month – 5 years	15	17	17
6 - 10 years	20	22.7	39.7
11 – 15 years	25	28.4	68.1
16 -20 years	12	13.6	81.7
Over 20 years	16	18.3	100
Total	88	100	

The study according to table 4.6 found out that 28.4% of the respondents had worked for between 11 and 15 years. 22.7% and 18.3% had worked for 6 – 10 years and over 20 years respectively. 17% of the respondents had worked for period between one month and 5 years. Only 13.6% had worked for period ranging between 16 and 20 years.

4.3.6 Distribution of Respondents according to Supplying Period

The study purported to find out for how long suppliers had been undertaking their business. The period was categorized as follows; 1 month – 5 years, 6 – 10 years, 11 – 15 years, 16 – 20 years and over 20 years.

Table 4.7 Representation of Respondents by Supplying Period

Supplying period	Frequency	Percent	Cumulative percent
1 month - 5 years	1	16.7	16.7
6 – 10 years	2	33.3	50
11 – 15 years	2	33.3	83.3
16 – 20 years	1	16.7	100
Total	6	100	

As depicted by the table 4.7 above, 33.3% of the suppliers had been engaged in the business for a period of 6 – 10years and 11-15 years. Similarly, 16.7% had been doing the supplying business for a period of less than five years and 16 -20 years.

4.3.7 Distribution of Respondents by Clientele period

The study sought to establish for how long the respondents (clients) had sought services from the organization.

Table 4.8 Representation of respondents by Clientele Period

Clientele period	Frequency	Percent	Cumulative percent
Less than 5 years	8	22.9	22.9
6 – 10 years	10	28.6	51.5
11 – 15 years	10	28.6	80.1
16 – 20 years	5	14.3	94.4
Over 20 years	2	5.6	100
Total	35	100	

According to table 4.8, 28.6% of the respondents indicated that they had sought service in the organization for a period of 11- 15 years and 6 – 10 years. 14.3 had been loyal for 16 – 20 years while 22.9% had enjoyed services for less than 5 years. Only 5.6% noted that they had sought services in the organization for over 20 years.

4.4 Impact of Customer Service on Project Management Performance

The study sought to establish the consequences of customer service on undertaking projects in Moi Referral and Teaching Hospital.

4.4.1 Descriptive Statistics on Customer Focus

Rating of the Organization

In regard to rating of the organization, respondents indicated as represented below.

Table 4.9 Representation of Rating by respondents

Rate	Staffs		Suppliers		clients	
	n	%	n	%	n	%
Poor	-	-			5	14.3
Good	62	70.5	4	66.7	22	62.9
Excellent	26	29.5	2	33.3	8	22.8
Total	88	100	6	100	35	100

According to table 4.9, a good number of staffs rated the services of the organization as good while 29.5% indicated that services offered by the organization were excellent. More than half of suppliers rated the services as good. 33.3% revealed that the services were excellently provided. A good number of clients (62.9%) noted that services rendered to them were good while 22.8% indicated that services were excellent. A few of the respondents (14.3%) were not satisfied by service in the organization.

Awareness on Current Customer Needs

The study purported to establish if the staffs understood customer needs. It intended to find out awareness among staffs towards needs of their clients.

Table 4.10 Representation of Respondents' Awareness

	Frequency	Percent	Cumulative percent
Yes	82	93.2	93.2
No	-	-	-
Unaware	6	6.8	100
Total	88	100	

An overwhelming number of the respondents (93.2%) were aware of current customer needs while a few of them (6.8%) indicated that they were not aware of current customer needs.

4.4.2 Inferential Statistics on Customer focus

Spearman correlation analysis was conducted at 95% confidence interval and 5% significance level and was a 2-tailed test. Table 4.11 indicates the correlation between the customer focus and effectiveness of project management.

Table 4.11 Inferential Descriptive on Customer Focus and Effectiveness of projects management

		Customer Focus	Effectiveness of project management
Spearman's rho	Customer focus	Correlation Coefficient	1.000
		Sig. (2-tailed)	0.130*
		N	129
	Effectiveness of project management	Correlation Coefficient	0.130*
		Sig. (2-tailed)	0.022
		N	129

The table 4.11 shows positive relationship between customer focus in undertaking projects and effectiveness of project management with spearman rho valuing at 0.130. This implies that there is positive correlation between customer-focus and project management performance. The value of 0.130 for the sample of 129 at significance level of 0.022 is statistically significant. The alternative hypothesis tested is accepted. Hence;

H1 There was a significant relationship between customer focus and effectiveness of project management is accepted

4.5 Impact of Supplier relationship on Project Management Performance

The study intended to investigate the relationship between suppliers and effectiveness of project management. Several questions were asked concerning governance effect on utilization of

completed projects. The coding employed in the analysis was 1 represented neutral, 2 – disagree, 3- strongly disagree, 4 - agree and 5 – strongly agree.

4.5.1 Sourcing for Companies and Suppliers

The study intended to find out the organization partners with other companies and business entities in provision of its services. The study targeted staffs, clients and suppliers to respond on this aspect.

Table 4.12 Representation of Respondents on Sourcing other Companies and Supplier

	Frequency	Valid percent	Cumulative per cent
Neutral	5	4	4
Disagree	-	-	-
Strongly disagree	-	-	-
Agree	20	16.3	20.3
Strongly agree	98	79.7	100
Total	129	100	

According to table above more than half of the respondents (79.7%) strongly agree that the organization outsourced services from other companies and suppliers. 16.3% of them indicated that they agreed while 4% were unaware if the organization outsources from other companies and suppliers. Every organization requires other organization to provide services or goods that it cannot on its own.

4.5.2 Timely Delivery

The study further sought to establish if delivery of ordered goods and service is done within specified time.

Table 4.13 Distribution of Response on Time Delivery

	Frequency	Valid percent	Cumulative per cent
Unaware	5	4	4
Disagree	5	4	8
Strongly disagree	-	-	-
Agree	20	16.3	24.3
Strongly agree	93	75.7	100
Total	129	100	

Good number of the respondents (75.7%) strongly agreed that timely delivery was being done while 16.3% agreed that time delivery was adhered to. Only 4% were unaware with similar number disagreeing that time delivery was being observed. Time is critical input in every organization hence failure to deliver on time affects operations of an organization.

4.5.3 Comprehensive Supplier System

The study sought to find out whether there was integrated supply system adopted in the organization.

Table 4.14 Distribution of Respondents on Comprehensive Supplier System

	Frequency	Valid percent	Cumulative per cent
Unaware	2	1.6	1.6
Disagree	-	-	-
Strongly disagree	-	-	-
Agree	123	95.1	96.7
Strongly agree	4	3.3	100
Total	129	100	

Table 4.14 show that an overwhelming number of the respondents (95.1%) agreed that there was comprehensive supplier system while few of them (3.3%) strongly agreed. Only 1.6% corresponding to two individuals who were unaware if there was integrated supplier system.

4.5.4 Payments Duly Paid

The study purported to find out whether suppliers were paid in time. Below table gives a representation of the responses.

Table 4.15 Representation of Respondents on Payments Duly Paid

	Frequency	Valid percent	Cumulative per cent
Unaware	15	12.2	12.2
Disagree	-		
Strongly disagree	-	-	-
Agree	91	71.5	83.7
Strongly agree	23	16.3	100
Total	129	100	

80% of the respondents affirmed that payments were duly paid without delays while a few of them (16.3%) strongly asserted that payments were duly paid. Only 12.2% were unaware that payments were paid on time. Probably and more certain not all employees are aware how payments are done in the same organization since they are less concerned or not involved at all.

4.5.5 Continual Monitoring of Delivery and Conformity Check-ups

The study intended to establish if goods delivered were being inspected to ensure that goods are of high quality and standard goods.

Table 4.16 Distribution of Respondents on Continual Monitoring of Delivery and Conformity Check-ups

	Frequency	Valid percent	Cumulative per cent
Unaware	7	4.1	4.1
Disagree	-	-	-
Strongly disagree	-	-	-
Agree	118	93.5	97.6
Strongly agree	3	2.4	100
Total	129	100	

A thrilling number of respondents (93.5%) agreed that delivery of goods was being monitored by the organization relevant department. They also asserted that conformity of goods was being checked before acceptance of goods supplied. Only 2.4% strongly agreed while 4.1% being unaware.

4.5.6 Inferential Descriptive on Supplier Relationship on Project Management

Performance

Spearman correlation analysis was conducted at 95% confidence interval and 5% significance level and was a 2-tailed test. Table 4.14 shows the correlation between the supplier relationship and effectiveness of project management.

Table 4.17 Inferential Descriptive on Supplier Relationship and Effectiveness of Projects management

		Supplier Relationship	Effectiveness of project management
Spearman's rho	Supplier relationship	Correlation Coefficient	1.000
		Sig. (2-tailed)	0.105*
		N	129
	Effectiveness of project management	Correlation Coefficient	0.105*
		Sig. (2-tailed)	0.018
		N	129

The table 4.17 indicates a positive relationship between supplier relationship in procuring supplies of the organization and effectiveness project management. The value of Spearman rho valued at 0.105 indicating a positive correlation between supplier relationship and project management performance. The value of 0.105 for the sample of 129 at significance level of 0.018 is statistically significant. The alternative hypothesis tested is accepted. Hence;

H1 There was a significant relationship between supplier relationship and effectiveness of project management is accepted.

4.6 Impact of Leadership on Project Management Performance

Leadership is critical in every organization, hence this study purposed to examine how leadership influences performance of projects.

4.6.1 Leadership ensures Conducive environment

Good leadership creates cozy environment which eases undertakings in the organization.

Table 4.18 Distribution of Respondents on Leadership ensures Conducive Environment

	Frequency	Valid percent	Cumulative per cent
Yes	126	97.7	97.7
No	3	2.3	100
Unaware	-	-	-
Total	129	100	

Most of the respondents (97.7%) indicated that leadership creates cozy environment for operations in an organization. Insignificant number of them 2.3% declined that leadership creates conducive environment for business operations.

The relationship among individuals in an organization determines how they coordinate in executing their roles in strive to achieve goals of the organization. Disparity among senior and junior threatens flow of information and effectiveness in operations hence affecting performance of any project being undertaken.

4.6.2 Quality Improvement as Strategy to achieve profitability

Quality products and services increase competitiveness edge of an organization. Quality improvement promotes customer loyalty and retention hence driving an organization towards high earnings.

Table 4.19 Distribution of Respondents on Quality improvement as a Strategy

	Frequency	Valid percent	Cumulative per cent
Unaware	-	-	-
Disagree	-	-	-
Strongly disagree	-	-	-
Agree	101	78.3	78.3
Strongly agree	28	21.7	100
Total	129	100	

Concerning whether quality improvement is a strategy that helps to increase profitability of an organization most of the respondents agreed while 21.7% strongly agree. Quality is basic

principle in marketing hence producing quality products or service definitely markets the organization and increases competitive edge.

4.6.3 Incentives increases Performance of Employees

Motivation of employees is critical in every organization. Table below represent the distribution of response on employee incentives.

Table 4.20 Distribution of Respondents on Employees' Incentives

	Frequency	Valid percent	Cumulative per cent
Unaware	11	8.5	8.5
Disagree	2	1.6	10.1
Strongly disagree	-	-	-
Agree	87	67.4	77.5
Strongly agree	29	22.5	100
Total	129	100	

Regarding whether incentive offered to employees by their management of the organization affects their performance, majority of the respondents agreed while 22.5% strongly agreed. Only 8.5% of the respondents were unaware with 1.6% of them declining.

Motivated employee is more effective hence it is a sign of recognizing his/ her efforts. Effective performance of individual employee contributes to effective running of projects in an organization.

4.6.4 Miscommunication affects Performance

Effective communication is crucial in every stage of production. Miscommunication implies poor leadership and coordination hence poor quality service offered.

Table 4.21 Representation of Respondents on Miscommunication

	Frequency	Valid percent	Cumulative per cent
Unaware		-	-
Disagree	-	-	-
Strongly disagree	-	-	-
Agree	83	64.3	64.3
Strongly agree	46	35.7	100
Total	129	100	

More than half of the respondents (64.3%) affirmed that miscommunication affects performance of organization while 35.7% declared strongly that miscommunication adversely affects performance of an organization. None of the respondents declined or was unaware.

4.6.5 Employees' Trust Increases their turnover

Trust among employees horizontally and vertically determines the productivity of individual. Mistrust among them kills their morale to deliver his or her best.

Table below represents the responses.

Table 4.22 Distribution of Employees' Trust increases their Turnover

	Frequency	Valid percent	Cumulative per cent
Unaware		-	-
Disagree	-	-	-
Strongly disagree	-	-	-
Agree	32	24.8	24.8
Strongly agree	97	75.2	100
Total	129	100	

A good number of respondents (75.2%) indicated that strongly agreed that mistrust among employees affect effectiveness in implementing project undertaken by the organization. Low number of the respondents (24.8%) affirmed that.

4.6.6 Supervisors Promotes Customer Satisfaction

Supervisors ensure employees deliver according and work flow as required. Effective flow of information and smooth operation prompts customer satisfaction.

Table 4.23 Distribution of Respondents on Supervisors Promotes Customer Satisfaction

	Frequency	Valid percent	Cumulative per cent
Unaware	13	10.1	10.1
Disagree	7	5.4	15.5
Strongly disagree	-	-	-
Agree	100	77.5	93
Strongly agree	9	7	100
Total	129	100	

According to table above more than half of the respondents (77.5%) agreed that supervisors play critical role that ensures customers are satisfied while 7% strongly agreed. A few of the respondents were unaware while 5.4% disagreed.

4.6.7 Inferential Statistics on Leadership and Effectiveness of Project Management

The study sought to examine Spearman correlation analysis at 95% confidence interval and 5% significance level and was a 2-tailed test. Table 4.14 shows the correlation between the leadership and effectiveness of project management.

Table 4.24 Inferential Descriptive on Leadership and Effectiveness of projects management

			Leadership	Effectiveness of project management
Spearman's rho	Leadership	Correlation Coefficient	1.000	0.145*
		Sig. (2-tailed)		0.028
		N	129	129
	Effectiveness of project management	Correlation Coefficient	0.145*	
		Sig. (2-tailed)	0.028	
		N	129	

The table 4.24 indicates a positive relationship between leadership of an organization and effectiveness of project management. The spearman rho valued at 0.145. This simply implies that there is positive correlation between supplier relationship and project management performance. The value of 0.145 for the sample of 129 at significance level of 0.028 is statistically significant. The alternative hypothesis tested is accepted. Hence;

H1 There was a significant relationship between leadership and effectiveness of project management is accepted.

4.7 Impact of Continual Improvement on Project Management Performance

Every institution is established based on ongoing concern therefore this study purposes to explore continual improvement practices and how they affect organizational performance.

4.7.1 CI is adopted in the organization

The study intended to find out whether continual improvement strategies were being adopted in the organization. The response provided were YES, NO and Unaware.

Table 4.25 Distribution of respondents on Adoption of CI

Response	Frequency	Percent	Cumulative percent
YES	123	95.3	95.3
No	6	4.7	100
Total	129	100	

Regarding adoption of CI in the organization majority of the respondents indicated that it was being used. Only 4.7% declined that there was continual improvement strategies adopted in the organization.

4.7.2 Continual Improvement through Use of Information System

Information system offers reliable access to information hence eases decision making. Data that is well kept provides evidence hence, increases accountability in an organization.

Table 4.26 Distribution of Respondents on Information System

Response	Frequency	Percent	Cumulative percent
Neutral	31	24	24
To some extent	52	40.3	64.3
To greater extent	46	35.7	100
Total	129	100	

Nearly half of the respondents indicated that to some extent information system encourages continual improvement while 35.7% noted that to greater extent information system promotes continual improvement. Only 24% were neutral.

4.7.3 Continual Improvement through Development of Vision and Mission

Every organization works to fulfill certain vision and meet its mission. Vision and mission refocuses an organization towards its direction of success. The initial mind-set is kept in track by vision and mission of organization.

Table 4.27 Response on Development of Vision and Mission

Response	Frequency	Percent	Cumulative percent
Neutral	9	7	7
To some extent	21	16.3	23.3
To greater extent	99	76.7	100
Total	129	100	

More than half of the participants (76.7%) in the study conceded that development of vision and mission of a company help continuity improvement process while 16.3% indicated to some extent. 7% of the participants of the study revealed that they were neutral.

4.7.4 Continual Improvement through Trainings

Trainings increases product knowledge among employee hence increases chances of producing quality products and services.

Table 4.28 Distribution of Respondents on CI through Trainings

Response	Frequency	Percent	Cumulative percent
To some extent	52	40.3	40.3
To greater extent	77	59.7	100
Total	129	100	

More than half of the respondents (59.7%) affirmed that to greater extent continual improvement is enhanced by trainings. Only 40.3% indicated that to some extent continual improvement is enhanced through training staffs.

4.7.5 Continual Improvement through Quality Policy

The study intended whether quality policy encourages continual improvement. Below table depicts the response about CI through quality policy.

Table 4.29 Representation of CI through Quality Policy

Response	Frequency	Percent	Cumulative percent
Neutral	9	7	7
To some extent	118	91.5	98.5
To greater extent	2	1.5	100
Total	129	100	

An overwhelming number of participants (91.5%) replied that to some quality policy promotes continual improvements, 7% were neutral and low number of them (1.5%) affirmed that to greater extent quality policy enhances continual improvement. Adherence to quality policy ensures quality production hence better performance of the organization.

4.7.6 Continual Improvement through Data Analysis

Data analysis on trends of performance in an organization provides reliable information that can be utilized in decision making. Quality in projects can be enhanced through data analysis.

Table 4.30 distribution of respondents on Continual Improvement through Data Analysis

Response	Frequency	Percent	Cumulative percent
Neutral	2	1.6	1.6
To some extent	115	89.1	90.7
To greater extent	12	9.3	100
Total	129	100	

Significant number of respondents (89.1%) declared that to some extent data analysis enhances continual improvement while 9.3% conceded that to greater extent data analysis promotes continual improvement.

4.7.7 Continual Improvement through Audit results

Auditing helps to identify errors and rectify hence better results. Therefore, results of audit results help an organization to improve in its operations hence better performance.

Table 4.31 Distribution of Respondents on Continual Improvement through Audit Results

Response	Frequency	Percent	Cumulative percent
Neutral	-	-	-
To some extent	19	14.7	14.7
To greater extent	110	85.3	100
Total	129	100	

A good number of respondents (85.3%) noted that to greater extent audit results enhances quality improvement in an organization. Only 14.7% emphasized that to some extent audit results help in quality improvement in projects. Reviewing and elimination of errors and mistake assist in ensuring continuity quality production.

4.8 Inferential Descriptive on Continual Improvement

Table 4.32 Inferential Descriptive on Continual Improvement

			Continual o Improvement	Effectiveness of project management
Spearman's rho	Continual Improvement	Correlation Coefficient	1.000	0.145*
		Sig. (2-tailed)		0.005
		N	129	129
	Effectiveness of project management	Correlation Coefficient	0.145*	
		Sig. (2-tailed)	0.005	
		N	129	

The table indicates a positive relationship between continual improvement and effectiveness project management. The r value was valued at 0.105 at significance level 0.05. The relationship was found to be positive. The alternative hypothesis is accepted, hence;

H₁ There was a significant relationship between continual improvement and effectiveness of project management is not rejected.

CHAPTE FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter entails a summary of the findings, discussions, conclusions and recommendations. The findings of the study are summarized in accordance with objectives of the study which are customer focus, supplier relationship, leadership and continual improvement influence on effectiveness of project management. The independent variables were studied against dependent variable which is effectiveness of project management.

5.2 Summary of the Findings

This section represents findings of the study on the influence of TQM practices on effectiveness of project management in Moi Teaching and Referral Hospital

5.2.1 Influence of Customer Focus on Effectiveness of project management

The study found that a good number of staffs rated the services of the organization as good while 29.5% indicated that services offered by the organization were excellent. More than half of suppliers rated the services as good. 33.3% revealed that the services were excellently provided. A good number of clients (62.9%) noted that services rendered to them were good while 22.8% indicated that services were excellent. A few of the respondents (14.3%) were not satisfied by service in the organization. 14.3% of clients rated the organization as poor. An overwhelming number of the respondents (93.2%) were aware of current customer needs while a few of them (6.8%) indicated that they were not aware of current customer needs.

The r value of relationship between customer focus and effective project management was 0.130 with significance value of 0.05. This indicates that there is positive relationship between customer focus and effective project management. This implies that increase in customer focus in project management increases effectiveness of project management. The relationship between the two variables was found to be significant.

5.2.2 Influence of Supplier Relationship on Effectiveness of Project Management

More than half of the respondents (79.7%) strongly agree that the organization outsourced services from other companies and suppliers. 16.3% of them indicated that they agreed while 4% were unaware if the organization outsources from other companies and suppliers. Every organization requires other organization to provide services or goods that it cannot on its own. Good number of the respondents (75.7%) strongly agreed that timely delivery was being done while 16.3% agreed that time delivery was adhered to. Only 4% were unaware with similar number disagreeing that time delivery was being observed. an overwhelming number of the respondents (95.1%) agreed that there was comprehensive supplier system while few of them (3.3%) strongly agreed. Only 1.6% corresponding to two individuals who were unaware if there was integrated supplier system. 80% of the respondents affirmed that payments were duly paid without delays while a few of them (16.3%) strongly asserted that payments were duly paid. A thrilling number of respondents (93.5%) agreed that delivery of goods was being monitored by the organization relevant department. They also asserted that conformity of goods was being checked before acceptance of goods supplied. Only 2.4% strongly agreed while 4.1% being unaware.

The study found out that there was a positive relationship between supplier relationship in procuring supplies of the organization and effectiveness project management. The r value was 0.105 with significance value of 0.018. The relationship is positive and significant. s

5.2.3 Influence of Leadership on Effectiveness of Project Management

Most of the respondents (97.7%) indicated that leadership creates cozy environment for operations in an organization. All the respondents agreed that quality improvement is a strategy to achieve profitability in an organization. Regarding whether incentive offered to employees by their management of the organization affects their performance, majority of the respondents agreed while 22.5% strongly agreed. Only 8.5% of the respondents were unaware with 1.6% of them declining. The respondents conceded that miscommunication adversely affects effectiveness of project management. A good number of respondents (75.2%) indicated that strongly agreed that mistrust among employees affect effectiveness in implementing project

undertaken by the organization. More than half of the respondents (77.5%) agreed that supervisors play critical role that ensures customers are satisfied while 7% strongly agreed.

There was a positive relationship between leadership of an organization and effectiveness of project management. The spearman rho valued at 0.145 implying that increases in leadership values would increase effectiveness of project management. The relationship has significance value of 0.028.

5.2.4 Influence of Continual Improvement on Effectiveness of Project Management

Regarding adoption of CI in the organization majority of the respondents indicated that it was being used. Nearly half of the respondents indicated that to some extent information system encourages continual improvement while 35.7% noted that to greater extent information system promotes continual improvement. More than half of the participants (76.7%) in the study conceded that development of vision and mission of a company help us continuity improvement process while 16.3% indicated to some extent. An overwhelming number of participants (91.5%) replied that to some extent quality policy promotes continual improvements while significant number of respondents (89.1%) declared that to some extent data analysis enhances continual improvement while 9.3% conceded that to greater extent data analysis promotes continual improvement. It was established that audit results are significant in project management.

There was a positive relationship between continual improvement and effectiveness project management. The r value was valued at 0.105 at significance level 0.05. The relationship was found to be significant and positive.

5.3 Discussion

This section presents the discussion of the findings. The relation between the dependent and independent variables was found to be positive.

5.3.1 Customer Focus and Effectiveness of Project Management

Many respondents rated the services in the Hospital good. Quality is defined as meeting or exceeding customer expectations. The goal is to first identify and then meet customer needs. Staffs revealed that they were aware customer needs and services offered were good. Zulnaidi (2014) revealed that TQM recognizes that a perfectly produced product has little value if it is not what the customer wants. Integral TQM practices based on customer focus compel employees to deliver quality service intending to meet customers' satisfaction. Clients responded that services offered were good despite few who opposed. An effective project management in an organization should be customer centric hence continuously improve its products and service delivery (Andrew & Bonya, 2014).

Evidently, customer-focus is one of the key principles of TQM. Success of an organization is determined by how well customer needs are understood. Yu-yeon et al (2012) pointed out that employees who are internal customers constitute to TQM implementation team. TQM is a system which ensures quality in an organization. The relationship between customer focus and effective project management was found to be positive. Valuing clients more increases value of the organization through profitability, cost reduction and increased market share.

Customer satisfaction increases when effective implementation on TQM practices is conducted. Quality service offered enhances customer loyalty through satisfaction, hence good reputation of business leading attraction of more customers. Customer satisfaction and good reputation turns to be cost effective means of marketing the business, therefore profitability and market share of the organization most likely increases.

5.3.2 Supplier Relationship and Effective Project Management

In every organization there must be suppliers who provide the required necessities for smooth running of the organization. The relationship between the suppliers and the organization determines the performance of the organization. Timely respond is one of the manifests of good relationship (Almanda, 2010). The study found the relationship between supplier relationship and effective project management being significant and positive. This implies that poor quality supplier's products lead to extra cost for purchaser, consequently affecting operations of the

organization. For better performance of an organization, strong and good relationship between management and supplier is necessary.

The study found that there were integrated supplier systems. Just-in-Time delivery of goods or provision of services should be ensured for effective administration of a project. Every organization should treat their suppliers as long-term partners. Esin and Hilal revealed that suppliers are to be treated as integral part of the organizations business operations. Moreover, every organization should treat their suppliers as long-term partners. Suppliers are to be treated as integral part of the organizations business operations.

Development among suppliers is significant in any organizational performance. Just in Time system is mostly used by suppliers because of its effectiveness in elimination of errors, non-value adding activities, defects breakdown and timely delivery. It is widely used in TQM as it eliminates defects and enables prompt solution provision (Chang, 2009). It also helps in engaging and keeping employees that possess such knowledge and skills. Supplier development plays a critical role in performance of an organization since it leads to profitability, reduction in production cost and improvement in product quality. Production is well facilitated by effective supplier relationship hence growth on the organization (Suhong et al, 2004). In order to have positive supplier relationship there should be supplier development process which involve visitation of the supplier premises by the organizational management team.

5.3.3 Leadership and Effective Project Management

Management focuses on integrating all individual efforts towards improving performance of an organization (Karani, 2013). Tangible improvements are measured by reduced costs, human resource developments, new product developments, schedules, and customer satisfaction.

Staffs conceded that there should be trust among employees for effective project management. Leadership influence is determined by leadership qualities, policy direction and social environment. Influence made by one person in leadership may be insignificant, considering the ability of influence though the person may have leadership qualities. Gary (2008) stated that leadership affects morale of employees directly. Democratic leaders allow employees to participate in success of the company and appreciate their efforts.

Leadership by example is leadership by style. Commitment by top management and leaders in an organization determine the leadership culture. Effective leadership is influenced by deep involvement of leaders to the organizational strategy, open communication and cooperation. TQM implementation improves the organizational performance (Kanorio, 2014). Issues related to quality are related to effectiveness of management. The more the issues arise from suppliers, stakeholders and customers depicts poor management and leadership of an organization. Successful quality management is highly linked top management commitment.

5.3.4 Continual Improvement and Effective Project Management

Continuous improvement (CI) as a set of routines that helps an organization improves its performance. A well predictor of performance improvement in an organization is continuous improvement. CI is a process which requires clear comprehension of organization objectives and process of measuring effectiveness and efficiency (Esin, 2005). Critical elements such as good leadership and objectives of company are critical in the process. Success of this process is more or less influenced by commitment of leadership.

Training is one of the approaches of enhancing CI. CI as a result or product achieved in an organization after certain changes are made. It cuts across all levels in an organization such as leadership, people and processes. CI can be improved through audit results. CI is one of the critical areas of focus in an organization. It entails modern quality research and practice. An organization should be in capacity to improve its quality of product and service henceforth minimizing cost burden to the customers. Due to increased competition in the market, continual improvement is necessary.

Continual improvement is a management strategy which is an integral part of TQM. CI is a gradual, planned and organized systematic approach for an organization to ensure continuity in incorporating different phases on implementation (Kaynak, 2002). CI sustains organization's ability. There are several approaches of measuring continual improvement which include customer service, complaints, requests for replacements and returns.

Performance management and continuous performance improvement are significant in every organization especially when intending to achieve international competitiveness and sustained

growth. CI is all about activities that facilitate products, services and processes to be produced effectively at reduced cost and improve quality. The improvements are either breakthrough or incremental. CI demands for effective project management because it is related to vision, mission and goals of the organization. Arsono & Bambang (20016) noted that lack of CI in leadership of an organization leads to market share loss to competitors. Therefore, training among staffs is critical to ensure effective implementation of strategies and continual improvements.

5.4 Conclusion

Organization should identify their client needs and strive to provide quality services. Integral TQM practices based on customer focus compel employees to deliver quality service intending to meet customers' satisfaction. An effective project management in an organization should be customer centric hence continuously improve its products and service delivery. Success of an organization is determined by how well customer needs are understood. Valuing clients more increases value of the organization through profitability, cost reduction and increased market share. Customer satisfaction increases when effective implementation on TQM practices is conducted. Quality service offered enhances customer loyalty through satisfaction, hence good reputation of business leading attraction of more customers. Customer satisfaction and good reputation turns to be cost effective means of marketing the business, therefore profitability and market share of the organization most likely increases.

The relationship between the suppliers and the organization determines the performance of the organization. Timely respond is one of the manifests of good relationship. Poor quality supplier's products lead to extra cost for purchaser, consequently affecting operations of the organization. For better performance of an organization, strong and good relationship between management and supplier is necessary. Moreover, organizations should have integrated supply system to facilitate their transactions. Also, firms should embrace strictness in scrutinizing delivered goods whether they are high quality. Just-in-Time delivery of goods or provision of services should be ensured for effective administration of a project. Every organization should treat their suppliers as long-term partners. Suppliers are to be treated as integral part of the organizations business operations and long term partners.

Management focuses on integrating all individual efforts towards improving performance of an organization. Tangible improvements are measured by reduced costs, human resource developments, new product developments, schedules, and customer satisfaction. Trust among employees affects effectiveness of project management. Leadership influence is determined by leadership qualities, policy direction and social environment. Influence made by one person in leadership may be insignificant, considering the ability of influence though the person may have leadership qualities. Leadership affects morale of employees directly. Democratic leaders allow employees to participate in success of the company and appreciate their efforts. Commitment by top management and leaders in an organization determine the leadership culture. Effective leadership is influenced by deep involvement of leaders to the organizational strategy, open communication and cooperation. TQM implementation improves the organizational performance. Issues related to quality are related to effectiveness of management. The more the issues arise from suppliers, stakeholders and customers depicts poor management and leadership of an organization. Successful quality management is highly linked top management commitment.

Continuous improvement (CI) as a set of routines that helps an organization improves its performance. A well predictor of performance improvement in an organization is continuous improvement. CI is a process which requires clear comprehension of organization objectives and process of measuring effectiveness and efficiency. Success of this process is more or less influenced by commitment of leadership. Training is one of the approaches of enhancing CI can be improved through audit results. CI is one of the critical areas of focus in an organization. It entails modern quality research and practice. An organization should be in capacity to improve its quality of product and service henceforth minimizing cost burden to the customers. Due to increased competition in the market, continual improvement is necessary. Lack of CI in leadership of an organization leads to market share loss to competitors. Therefore, training among staffs is critical to ensure effective implementation of strategies and continual improvements.

5.5 Recommendations

The following were the recommendations of the study;

1. Organization should concentrate on needs of the clients in order to undertake project effectively.
2. For effective continual improvement in project management there should be data analysis, audit results and training of staffs. This will reduce errors and mistakes in service delivery.
3. Organizations striving to have effective project management should ensure effective communication among departments.
4. Every organization should adopt quality policy to keep in track of offering best quality services.
5. CI in leadership should be adopted to increase competitiveness.
6. Every organization should have supply chain system and also often check-ups on goods or serviced delivered.

5.6 Suggestions of Further Studies

On the basis of what has been found out from this study, the researcher recommends that related studies be conducted in other referral hospitals in Kenya.

Also, more studies need to be conducted on other factors that influence effective project management.

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APPENDICES

APPENDIX A: LETTER OF INTRODUCTION

Josphine Cherotich Laboso
P.O Box 75967 00200
Nairobi, Kenya
Cell Phone: 0728667910
Email: josphinelaboso@gmail.com

October 31st , 2016

Dear Sir/Madam,

REQUEST FOR RESEARCH ASSISTANCE

I am a Masters student at University of Nairobi, pursuing Masters of Arts in Project Planning and Management. I am undertaking a project on:

Influence of total quality management practices on effectiveness of project management in Moi Teaching and Referral Hospital, Uasin Gishu County, Kenya.

This questionnaire has been designed to help gather data on the research. You have been selected as one of the respondents in the study. In this regard, I kindly request you to assist in providing the data by answering the following questions as briefly and accurate as possible. However your participation is at your own free will.

Your response to questions therein and any other information provided will be solely for academic research purpose and strict confidentiality is assured.

Your assistance and cooperation will be highly appreciated.

Yours Faithfully,

Josphine Cherotich Laboso
Researcher

APPENDIX I: QUESTIONNAIRE FOR STAFF

This questionnaire will be used specifically for academic purposes. All information of the respondents will be treated as confidential and restricted to this study only.

Kindly *tick* your appropriate response in the **box** provided.

PART A: Demographic Information of the Respondents

1. Gender i. Male [] ii. Female []

2 Age Bracket

i. 18- 25 years [] ii. 26-30 years [] iii. 31 – 35 years [] iv. 36 – 40 years []
v. 41- 45 years [] vi. 46 -50 years [] vii. Over 50years

3. Educational level

i. Tertiary level [] ii. Graduate level [] iii. Post-graduate level []

4. Department:

i. Finance []

ii. Administration []

iii. Procurement []

iv. Customer service []

Any other(specify).....

5. Working Period

i. 1 month -5 yrs []

ii. 6- 10 years []

iii. 11- 15 years []

iv. 16 – 20 years []

v. Over 20 years []

Part B: Impact of Total Quality Management Practices on Project Management Performance:

This section is sub-divided according to specific objectives of the study. Kindly respond to each item and give us your view concerning the influence of practices adopted by the Moi Teaching and Referral Hospital in implementing its projects.

2.1 Impact of Customer-Focus on Project Management Performance

The researcher intends to determine how do customer-focus in Moi Teaching and Referral Hospital affects performance of project management.

6. How do you rate your organization?

i. Poor [] ii. Good [] iii. Excellent []

7. Are you aware of current customer needs in your organization?

i. Yes [] ii. NO [] iii. Unaware []

Statement	To no extent	To some Extent	To greater extent
8.The major responsibility of the organization is customer satisfaction			
9. The organization ensures customer satisfaction relative to their competitors.			
10. The organization links internal performance indicators with customer satisfaction to meet goals.			
11. The organization resets standards when customers' needs and expectations change to maintain customer			

loyalty.			
12. The organization uses customer complaints to improve service delivery			
13. Customer retention stabilizes profitability of the organization.			

2.2 Impact of Supplier Relationship on Project Management Performance

The research intends to investigate how do supplier relationship with Moi Teaching and Referral Hospital project management affects its performance.

Statement	Unaware	Disagree	Strongly disagree	Agree	Strongly agree
14. The organization value sourcing for companies and suppliers.					
15. The organization ensures on-time delivery.					
16. There is a comprehensive supplier rating system that cut across all issues such as ethnicity.					
17. Payments to suppliers are duly paid.					
18. Suppliers are encouraged to carry out programs that favor continual improvement of performance					
19. There is continual monitoring of delivering conforming products and eliminating redundant products					
20. There is optimization of number of suppliers and customers hence increasing value of the organization.					

2.3 Impact of Leadership on Project Management Performance

Leadership being significant in every organization, this study purposes to examine how leadership influences performance in project management.

21. Does the leadership in your organization ensure conducive environment in regarding to achieving organizational objectives.

- i. YES [] ii. NO [] iii. Unaware []

Statement	Unaware	Disagree	Strongly Disagree	Agree	Strongly Agree
22. Management takes the responsibility of ensuring quality performance					
23. Management views quality improvement as a strategy to earn more profits					
24. Management offers incentives to achieve quality goals resulting to low employee absenteeism					
25. minimized miscommunication between organizational level improves performance					
26. Management tries to obtain trust of employees, hence high employee turnover					
27. Supervisors promote customer satisfaction which increases productivity					

2.4 Impact of Continual Improvement on Project Management Performance

Every institution is established ongoing concern basis, hence this study intents to explore the practices that enhance continual improvement and how they affect performance of project management.

28. There are continual improvement strategies in the organization.

i. YES [] ii. NO [] iii. Unaware []

Statement	Neutral	To Extent	Some	To Extent	Greater
29. Use of information system to ensure continuity in quality service delivery					
30. The organization develops and communicates clearly vision and mission					
31. The organization offers trainings for staffs					
32. Continual Improvement can be achieved through the use of the quality policy.					
33. Continual Improvement can be achieved through data analysis.					
34. Continual improvement can be achieved through audit results.					

Any other (please specify).....

END

APPENDIX II: QUESTIONNAIRE FOR SUPPLIERS

This questionnaire will be used specifically for academic purposes. All information of the respondents will be treated as confidential and restricted to this study only.

*Kindly **tick** your appropriate respond in the **box** provided.*

PART A: Demographic Information of the Respondents

1. Gender i. Male [] ii. Female []

2 Age Bracket

i. 18- 25 years [] ii. 26-30 years [] iii. 31 – 35 years [] iv. 36 – 40 years []

v. 41- 45 years [] vi. 46 -50 years [] vii. Over 50years

3. Educational level

i. Tertiary level [] ii. Graduate level [] iii. Post-graduate level []

4. Supplying Period

vi. 1 month -5 yrs []

vii. 6- 10 years []

viii. 11- 15 years []

ix. 16 – 20 years []

x. Over 20 years []

Part B: Impact of Total Quality Management Practices on Project Management Performance:

This section is sub-divided according to specific objectives of the study. Kindly respond to each item and give us your view concerning the influence of practices adopted by the Moi Teaching and Referral Hospital in implementing its projects.

2.1 Impact of Customer-Focus on Project Management Performance

The researcher intends to determine how do customer-focus in Moi Teaching and Referral Hospital affects performance of project management.

6. How do you rate this organization?

i. Poor [] ii. Good [] iii. Excellent []

7. does this organization offer quality customer services?

i. Yes [] ii. NO [] iii. Unaware []

Statement	To no extent	To some Extent	To greater extent
8. according to your understanding the major responsibility of the organization is customer satisfaction			
9. The organization ensures customer satisfaction relative to their competitors.			
10. The organization resets standards when customers' needs and expectations change to maintain customer loyalty.			

2.2 Impact of Supplier Relationship on Project Management Performance

The research intends to investigate how do supplier relationship with Moi Teaching and Referral Hospital project management affects its performance.

Statement	Unaware	Disagree	Strongly disagree	Agree	Strongly agree
14. The organization value sourcing for companies and suppliers.					
15. The organization ensures on-time					

delivery?					
16. There is a comprehensive supplier rating system that cut across all issues such as ethnicity.					
17. Payments to suppliers are duly paid.					
18. Suppliers are encouraged to carry out programs that favor continual improvement of performance					
19. There is continual monitoring of delivering conforming products and eliminating redundant products					
20. There is optimization of number of suppliers and customers hence increasing value of the organization.					

2.3 Impact of Leadership on Project Management Performance

Leadership being significant in every organization, this study purposes to examine how leadership influences performance in project management.

21. Does the leadership in your organization ensure conducive environment in regarding to achieving organizational objectives.

ii. YES [] ii. NO [] iii. Unaware []

Statement	Unaware	Disagree	Strongly Disagree	Agree	Strongly Agree
22. Management takes the responsibility of ensuring quality					

performance					
23. Management views quality improvement as a strategy to earn more profits					
24. Management offers incentives to achieve quality goals resulting to low employee absenteeism					
25. minimized miscommunication between organizational level improves performance					
26. Management tries to obtain trust of employees, hence high employee turnover					
27. Supervisors promote customer satisfaction which increases productivity					

2.4 Impact of Continual Improvement on Project Management Performance

Every institution is established ongoing concern basis, hence this study intents to explore the practices that enhance continual improvement and how they affect performance of project management.

28. There are continual improvement strategies in the organization.

i. YES [] ii. NO [] iii. Unaware []

Statement	Neutral	To Some Extent	To Greater Extent
29. Use of information system to ensure continuity in quality service delivery			
30. The organization develops and communicates clearly vision and mission			
31. The organization offers trainings for staffs			
32. Continual Improvement can be achieved through the use of the quality policy.			
33. Continual Improvement can be achieved through data analysis.			
34. Continual improvement can be achieved through audit results.			

Any other (please specify).....

END

APPENDIX III: QUESTIONNAIRE FOR CLIENTS

This questionnaire will be used specifically for academic purposes. All information of the respondents will be treated as confidential and restricted to this study only.

*Kindly **tick** your appropriate respond in the **box** provided.*

PART A: Demographic Information of the Respondents

1. Gender i. Male [] ii. Female []

2 Age Bracket

i. 18- 25 years [] ii. 26-30 years [] iii. 31 – 35 years [] iv. 36 – 40 years []

v. 41- 45 years [] vi. 46 -50 years [] vii. Over 50years

3. Educational level

i. Tertiary level [] ii. Graduate level [] iii. Post-graduate level []

4. Clientele Period

xi. 1 month -5 yrs []

xii. 6- 10 years []

xiii. 11- 15 years []

xiv. 16 – 20 years []

xv. Over 20 years []

Part B: Impact of Total Quality Management Practices on Project Management Performance:

This section is sub-divided according to specific objectives of the study. Kindly respond to each item and give us your view concerning the influence of practices adopted by the Moi Teaching and Referral Hospital in implementing its projects.

2.1 Impact of Customer-Focus on Project Management Performance

The researcher intends to determine how do customer-focus in Moi Teaching and Referral Hospital affects performance of project management.

5. How do you rate the organization?

i. Poor [] ii. Good [] iii. Excellent []

6. Are your needs meet when you seek their services?

i. Yes [] ii. NO []

Statement	To no extent	To some Extent	To greater extent
7.The major responsibility of the organization is customer satisfaction			
8. The organization ensures customer satisfaction relative to their competitors.			
9. The organization links internal performance indicators with customer satisfaction to meet goals.			
10. The organization resets standards when customers' needs and expectations change to maintain customer loyalty.			
11. The organization uses customer complaints to improve service delivery			
12. Customer retention stabilizes profitability of the organization.			
13. There is optimization of customers to ensure retention of clientele.			

2.2 Impact of Supplier Relationship on Project Management Performance

The research intends to investigate how do supplier relationship with Moi Teaching and Referral Hospital project management affects its performance.

Statement	Unaware	Disagree	Strongly disagree	Agree	Strongly agree
14. The organization products are of high quality.					
15. The organization do not delay service because of delayed supply.					
16. There is continual monitoring of delivering conforming products and eliminating redundant products					
17. There is optimization of number of suppliers and customers hence increasing value of the organization.					
18. The organization often offers training for suppliers.					

2.3 Impact of Leadership on Project Management Performance

Leadership being significant in every organization, this study purposes to examine how leadership influences performance in project management.

19. Does the leadership in your organization ensure conducive environment in regarding to achieving organizational objectives.

iii. YES [] ii. NO [] iii. Unaware []

Statement	Unaware	Disagree	Strongly Disagree	Agree	Strongly Agree
20. Management takes the responsibility of ensuring quality performance					
21. in your opinion, management views quality improvement as a strategy to earn more profits					
22. Staffs serve with motivated spirit from their leaders					
23. Miscommunication between organizational level has caused inconveniences in seeking services in the organization					
25. Trust between management and employees increases quality of service offered.					
26. Supervisors promote customer satisfaction which increases productivity					

2.4 Impact of Continual Improvement on Project Management Performance

Every institution is established ongoing concern basis, hence this study intents to explore the practices that enhance continual improvement and how they affect performance of project management.

28. There are continual improvement strategies in the organization.

i. YES [] ii. NO [] iii. Unaware []

Statement	Neutral	To Some Extent	To Greater Extent
29. Use of information system to ensure continuity in quality service delivery			
30. The organization develops and communicates clearly vision and mission			
31. The organization offers trainings for staffs			
32. Continual Improvement can be achieved through the use of the quality policy.			
33. Continual Improvement can be achieved through data analysis.			
34. Continual improvement can be achieved through audit results.			

Any other (please specify).....

END