INFLUENCE OF IMPLEMENTATION OF QUALITY MANAGEMENT SYSTEM ON OPERATIONAL PERFORMANCE OF TECHNICAL TRAINING INSTITUTIONS IN MERU COUNTY: A CASE OF NKABUNE TECHNICAL TRAINING INSTITUTE, KENYA

BY

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DECLARATION

I declare that this applied research project report is my original work and has not been presented in any other university for academic credit.

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L50/83529/2015

This applied research project is submitted for examination with my approval as the University supervisor.

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DEDICATION

This research project is dedicated to my husband Mr. Peter Njenga, my daughter Joan Esther and my son john.

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LIST OF ABBREVIATIONS

COYA	Company of the Year Award
KAM	Kenya Association of Manufacturers
MDGs	Millennium Development Goals
MRM	Mabati Rolling Mills
MTP	Medium Term Plan
ODA	Official Development Assistance
QMS	Quality Management System
SPSS	Statistical Package For Social Science
TQM	Total Quality Management
UK	United Kingdom
US	United States
WW2	World War Two

ABSTRACT

The purpose of this study is to examine the influence of implementing quality management system on operational performance of technical training institutions. The study's specific objectives were: to establish the influence of Training on operational performance; To establish the influence of Leadership on operational performance; To establish the influence of Employee involvement on operational performance; To establish the influence of Communication on operational performance and to establish the influence of Customer focus on operational performance of technical training institutions in Meru County. The target population of 95 comprising top, middle and low level management staff in Nkabune technical training institute was considered for the study. The study adopted a census sampling method where all the respondents was considered. Data was analyzed using Statistical Package for Social Sciences (SPSS Version 22.0). All the questionnaires received were referenced and items in the questionnaire were coded to facilitate data entry. After data cleaning, which entailed checking for errors in entry, descriptive statistics such as frequencies, percentages, mean score and standard deviation was estimated for all the quantitative variables and information presented inform of tables and graphs. Inferential data analysis was done using Pearson correlation analysis. The study found that there is a greater influence of leadership style on operational performance of technical training institutions in Meru County. The study revealed training influence operational performance of technical training institutions greatly. The findings showed that employee involvement greatly influences operational performance of technical training institution in Meru County. Customer focus was found to greatly operational performance of technical training institution. Communication was revealed to greatly operational performance of technical training institution. The study concluded that there is a greater influence of leadership style on operational performance of technical training institutions in Meru County. The study concluded that training influence operational performance of technical training institutions greatly. The study concluded that the employee involvement greatly influences operational performance of technical training institution in Meru County. Customer focus was concluded to greatly operational performance of technical training institution. Communication was further concluded to greatly operational performance of technical training institution. The study recommends that that technical training institution, in order to improve its operational performance, need to be aware that leadership styles are important and specifically transformational and participative leadership styles and these should be implemented in the organisation. The study revealed that employees' involvement is a factor in operational performance and that employees' involvement positively influences operational performance of technical training institution. Further the study recommends that the senior management should be requested to continue keeping junior staff aware of the operational performance within the technical training institution and the quality policy in terms of its contents and impact on their work environment as well as to review management commitment in terms of role model behavior and effective communication of quality initiatives within the organization.

CHAPTER ONE
INTRODUCTION

1.1 Background of the study

The application of standardized quality system models in business is considered to be a most important phenomenon in quality management and globalization. According to the latest statistics released by ISO that at the end of 2005,161 countries accounted for 776,608 certifications. Such an impressive number does indeed make ISO 9000 a universal and significant phenomenon (Jan & Lin, 2008). The ISO 9000 family addresses various aspects of quality management and contains some of ISO's best known standards. The standards provide guidance and tools for companies and organizations who want to ensure that their products and services consistently meet customer's requirements, and that quality is consistently improved. Standards in the ISO 9000 family include: ISO 9001:2008 which specifies the requirements of a quality management system; ISO 9000:2005 which covers the basic concepts and language while ISO 9004:2009 focuses on how to make a quality management system more efficient and effective. In addition ISO 19011:2011 sets out guidance on internal and external audits of quality management standards.

Globally, quality management system (QMS) presents a vital choice and an incorporated administration logic for associations which permit them achieve their targets viably and proficiently, and to accomplish manageable upper hand (Goldenberg and Cole, 2002). Research has been finished as to the execution of value administration. Pheng and Jasmine (2014) called attention to that with the reception of aggregate quality administration (TQM) there is the advantage of higher consumer loyalty, better quality items and higher piece of the overall industry. Consumer loyalty is one of the prime targets of TQM and it is the most broadly talked about way to deal with coordinating authoritative endeavors towards the objective of TQM. About 900,000 associations in 170 nations have embraced the ISO 9001 Quality Management System standard. This is an amazing figure given the absence of thorough confirmation in regards to the standard's impact on hierarchical practices and execution. Executing a quality administration framework that fits in with ISO 9001 involves recording working systems, preparing, inner evaluating, and restorative activity methodology. It additionally requires that methodology to enhance existing

systems be executed. The idea of value in business concentrates on the reserve funds and extra income that associations can understand in the event that they wipe out mistakes all through their operations and create items and administrations at the ideal level of value sought by their clients (Dale, 2002)

A review in the Australia and New Zealand area in view of makes and Services Companies was completed by Mei et al (2006). The investigation exhibited a positive powerless impact on business execution. Besides the investigation presumed that ISO 9000 itself does not prompt change in business execution. Destroy and Brede (2006) deduced in their examination that despite the fact that an organization may be guaranteed as per ISO standard; it doesn't demonstrate fruitful execution and use of the organization's quality framework. Kumar and Balakrishnan (2011) discovered couple of negative effects in numerous ranges of 100 temporary workers from UAE responders; the greater part of it, found a similar level of consumer loyalty prior and then afterward ISO confirmation, and in addition records volume was expanded after ISO affirmation. With regards to ISO 9001 usage in nourishment producing industry, the adequacy of ISO 9001implementation still turns into a crucial issue. This is on the grounds that there is no estimation instrument of ISO 9001 execution viability in nourishment fabricating organizations that is broadly acknowledged (Oztas et al 2011). Actually, scientists who propose the estimation instrument of the viability of ISO 9001 usage in sustenance fabricating organizations are still exceptionally restricted (Psomas et al 2013).

In the African point of view, Masejane (2012) in South Africa concentrated on the use of TQM to enhance hierarchical execution in one of the districts. He inferred that TQM can be and is a feasible approach of enhancing profitability and execution in general society area. Moono and Kasongo (2011) completed an investigation in 2011 in Zambia. They discovered that best administration duty and accessibility of assets were a portion of the elements that prompt fruitful usage of TQM in Zambian visitor part. Something important is that all the above examinations concentrated more on TQM usage and relationship of TQM rehearses and any of the market systems. Different researchers, for example, Maina (2012) presumed that, add up to quality delivers upper hand. Awino, Maina Ogutu and Kerubo (2012) likewise watched that aggregate quality has a solid and positive effect on upper hand. In the Kenyan setting, it is found that the level of usage of aggregate quality is

low. In any case, those executing complete quality are getting benefits like those in created nations. In any case, there are inconsistencies in examines led in creating nations (Karani and Bichanga, 2012).

The Kenya's Basic Education Act, 2013 gives the Cabinet Secretary the duty regarding the general administration and administration of fundamental instruction to all kids at national and district levels. As indicated by Teh et al. (2008), senior pioneers and the administration do control the association and survey the hierarchical execution. Visit utilization of compelling authority rehearses brought about more prominent school change advance and school adequacy learning atmosphere (Orr and Orphanos, 2011). Supervisors must be engaged with the viability of TQM and they should give vision, fortify esteems stressing quality, set objectives, permit free stream of data, guarantee preparing and improvement of staff, send assets for the quality projects and screen the advance of the same (Harold and Heinz 2010). It is a worry that understudies in broad daylight auxiliary schools perform ineffectively in national examinations. Quality administration is a wellspring of upgrading authoritative execution through persistent change in associations exercises (Teh et al., 2009). School administration impacts how understudies learn, and great administration guarantees that school holds fast to quality.

1.1.1 Implementation of Quality Management Standards

Solid inner inspiration or ability to enhance association's quality sets up a quality administration framework that prompts outside advantages, for example, the change of the association's position in the market and also to inward advantages. Ceaseless change of procedures, individuals and framework, the reward framework, cooperation, the estimation of execution and correspondence amid the post-affirmation period are generally basic achievement factors for the feasible quality administration framework and for effective consequences of ISO 9000 accreditation. Quality reviewers are in an effective position to build the estimation of accreditations. Esteem included review may not just deliver information for the utilization in conceding a testament, for enhancing documentation or for implementing congruity, yet additionally to make administrative choices worried about economy, staff advancement, innovation, development, item and procedures, on the grounds that these choices depend on current execution (Naceur and Abdullah, 2005).

1.1.2 Technical Training Institutions in Kenya

In pre-pioneer Kenya, learning for every era of youth was through customary apprenticeship where students watched aces and step by step created capacities to execute required undertakings. TVET in the mid 80s got real concentration from the legislature. The nation confronted a genuine lack of work and the authority felt that talented preparing could be the panacea to the issue. Couple with animating the casual segment, the administration re-presented specialized instruction inside the recently settled 8-4-4 educational modules. These were to be necessary and would be tried by the Kenya National Examination Council.

The activity made real usage issues. Most schools, particularly in the provincial territories couldn't bear the cost of the cost of setting up the important foundation while the administration itself couldn't create sufficient educators in time. In the end the cost of giving educating and learning materials turn out to be excessively troublesome, making it impossible to maintain for generally schools. There was likewise a clamor over the huge number of examinable subjects the kids were being presented to. The audit of the educational programs unavoidably took after and in the long run professional subjects were made discretionary.

Right now, Technical, Vocational Education and Training (TVET) in Kenya is seen as the sort of instruction that gives students the specialized aptitudes that can be utilized for the most part in specialized fields. The restricted term, Technical, Industrial, Vocational, Entrepreneurship and Training (TIVET) is utilized to depict all the TVET programs under the Ministry of Higher Education, Science and Technology. These projects are intended to get ready gifted work force for different positions in industry and the casual part. Those assigned as IST were some time ago organizations developed through group endeavors and TTIs are the updated specialized auxiliary schools. By and by there is little contrast in what (IST and TTIs offer which is for the most part recognition and endorsement courses. There is a sound enrolment of understudies in these TVET establishments guaranteeing that they can raise satisfactory assets to run their issues. Enrolment is, be that as it may, skewed towards more scholastic projects, for example, ICT, HR, bookkeeping, administration and different business courses. Enrolment in the more commonsense courses, for example, mechanical, automotives, building development exchanges are much

lower however in some TTIs specialized courses have a high enrolment, for example, sustenance and refreshment courses. Youth Polytechnics have by and large conceded post grade school leavers into courses that come full circle in an exchange declaration.

Right now TVET is given by a few government offices notwithstanding the Ministry of Higher Education. These incorporate the Ministries of Defense; Youth and Sports; and Labor. The administration has built up a blue print to build up a free TVET expert that is yet to be endorsed by the Legislature. The umbrella body would arrange all TVET exercises under one association to be known as TIVET Authority or in short TIVETA. TVET organizations remain the option decision for most. There are likewise activities to enhance the Youth Polytechnics (in the past known as Village Polytechnics) to convey them to models that would empower them to give preparing to post-auxiliary candidates. In the past they took into account generally grade school leavers.

1.2 Statement of the Problem

ISO 9000 certification can deliver business benefits, but the managers of organizations should carefully design the ISO 9000 implementation strategy. In this respect, it is important to realize the necessity to align quality programmes with business strategies to ensure that efforts reflect the long-term goals of an organization. Control-oriented organizations get benefits from ISO 9001 certification (Pivka, 2014). This is the case in TVET programs in Kenya because they have not been able to fully integrate their systems to achieve the benefits of QMS. Terlaak and King (2012) established that, the implementation of practices such as ISO 9000 could raise organizational performance and result in real competitive advantage. Kaynak (2013) found out that there is underlined importance and causal relationship between quality management practices and competitive advantage.

Technical training institutions in Meru County have in the past decade been experiencing challenges with implementation of TQM and the ones that have tried implementing it have not received the expected results. Mang'ira (2014) reported that there is a very high rate of failure on initiated TQM programs. Further, Chepkoech (2015) reported that TQM implementation has uncertain or even negative effects on performance. In addition, achieving high product quality and pursuing successful TQM implementation are highly dependent on top management support.

1.3 Purpose of the study

The purpose of this study is to examine the influence of implementing quality management system on operational performance of technical training institutions in Meru County

1.4 Specific Objectives

The study's specific objectives were:

i. To establish the influence of training on operational performance of technical training institutions in Meru County
ii. To establish the influence of leadership on operational performance of technical training institutions in Meru County
iii. To establish the influence of employee involvement on operational performance of technical training institutions in Meru County
iv. To establish the influence of communication on operational performance of technical training institutions in Meru County
v. To establish the influence of customer focus on operational performance of technical training institutions in Meru County

1.5 Research Questions

The study's research questions were:

i. To what extent does training influence operational performance of technical training institutions in Meru County?
ii. To what extent does Leadership influence operational performance of technical training institutions in Meru County
iii. To what extent does Employee involvement influence operational performance of technical training institutions in Meru County
iv. To what extent does Communication influence operational performance of technical training institutions in Meru County
v. To what extent does Customer focus influence operational performance of technical training institutions in Meru County

1.6 Significance of the Study

The results of this study was beneficial across several spectrums. First, scholars in the subject of management and research will find the results of this study useful, as they will contribute to the advancement of knowledge in the subject area. In particular, scholars wasnefit from the knowledge on the linkages between internal factors and the Total Quality Management System on performance. The findings will also support and enrich the theories and models of strategic management.

The findings of this study will further help to inform policy makers of the national government and its agencies as well as county governments on the relationships between QMS and factors that influence implementation of quality management strategies in the service sector. The findings will bring out important and strategic issues that require high levels of attention in enhancing the competitiveness of technical training institutions in Kenya.

The findings of this study will also be relevant to the general Kenyan public. The study provides empirical information on the critical factors to be closely monitored and implemented to ensure enhanced performance in the educational sector through technical training institutions in Kenya. The study will create greater awareness among TVETs on the importance of having properly established, implemented and monitored institutions through Total Quality Management as vehicles to institutional efficiency and effectiveness of service delivery that will influence high performance. And this was possible through implementation of QMS.

The management of Nkabune Technical Training Institute may use the information from this study in understanding the challenges they face in the implementation of QMS to further inform their measures to counteract challenges and ensure successful implementation of QMS in their programs.

1.7 Delimitation of the Study

The scope of this study would be limited to Meru County, further the study would only focus on technical training institutions. This study would seek to analyze factors influencing implementation of quality management system on operational performance of technical training institutions. The study would be conducted on Nkabune Technical

Training Institute in Meru County. The participants would include high-level employees currently working in Nkabune Technical Training Institute. The researcher would be interested in information related to QMS only for a period of five years from 2012 to 2017.

1.8 Limitations of the Study

The study would be affected by respondent's unwillingness to accurate information for fear that the information may be sensitive or confidential bearing in mind the level of importance attached to quality. Non-response rate would also be high. This results from the positions held by the respondents. In this regard, the researcher would make prior arrangements to have research instruments delivered to the respondents so as not to interrupt the working schedules of the respondents.

1.9 Basic Assumptions of the Study

The researcher assumed that the respondents were cooperative enough to give the required information of the study. The researcher also assumed that all information collected from respondents would be true to give a clear and true picture. The researcher also assumes that external factors like strike would not arise as this would affect the process of data collection and hence the completion of the project. Finally, the researcher assumed that the respondents have adequate knowledge on quality management system and its applicability in the technical Training service industry.

1.10 Operational Definition of Terms

Audit criteria – set of policies, procedures or requirements used as reference against which audit evidence is compared. Quality auditors are in a powerful position to increase the value of certifications (Naceur & Abdullah, 2005).

Audit –systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which audit criteria are fulfilled (Dale, 2002).

Competence – ability to apply knowledge and skills to achieve intended results (Purkey & Schmidt, 2009).

Employee involvement - refers to the process of empowering the members of the organization to make decisions and to solve problems appropriate to their levels in the organization (Janakiraman & Gopal, 2012).

Human Resources Development - is a framework for the expansion of human capital within an organization through the development of both the organization and the individual to achieve performance improvement (Janakiraman & Gopal, 2012).

Leadership- is the ability to inspire confidence and support among those needed to achieve organizational goals. It is the ability of top management to establish, practice, and lead a long-term vision for the firm, driven by changing customer requirements, as opposed to an internal management control role (Kumar, 2012).

Management system – system to establish policy and objectives and to achieve those objectives (Longenecker & Scazzero, 2013).

Total Quality Management - is a philosophy for managing an organization in a way which enables it to meet stakeholders' needs and expectations efficiently and effectively without compromising ethical values (Pheng & Jasmine, 2014).

1.11 Organization of the study

The study was organized into five chapters. Chapter one contains the background of the study, statement of the problem, purpose of the study, objectives, research questions, significance of the study, limitations, delimitations, basic assumptions of the study and the organization of the study. Chapter two is the literature review and the chapter will also present a theoretical and conceptual framework showing the variables and the various indicators. Chapter three outlines the research methodology which will be used in the study and includes research design, target population, sample size and sampling techniques, sample size, sampling techniques, research instruments, questionnaires, validity of the instruments, reliability of the instruments, and finally piloting of the research instruments. The study will also present the Operationalization of variables table. Chapter four shall present analysis, presentation and interpretation of data while chapter five will entail summary of findings, discussions of findings, conclusions, recommendations and suggestions for further studies.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter presents review of literature on factors that influence implementation of quality management system. The sources of literature include books, journals and web

articles. The chapter covers the empirical review on leadership, human resource development, employee involvement and customer focus. It also covers the theoretical review, conceptual framework and finally the summary of literature review.

2.2 Training and Operational Performance

As indicated by Mangal (2009), preparing is an arranged procedure to change mentality, information, aptitudes or conduct through learning knowledge to accomplish viable execution in an action or scope of exercises. Its motivation in the work circumstance is to build up the capacities of the people and to fulfill the present and future labor needs of the association. Curtis (2013) characterized preparing as an orderly procedure of changing the conduct, learning and inspiration of present representatives to enhance the match between worker's qualities and business necessities. Preparing is basic to execution of workers at all levels in the usage of QMS. Preparing is the help and is basic to gaining and keeping up abilities fundamental for ideal employment execution.

Prepared laborer is a superior educated specialist who will enhance quality. He will commit less operational errors consequently help in usage of Quality standard in the specialized foundation. Preparing expands the level of execution of specialists henceforth expanded efficiency. Preparing enables specialists to actualize another strategy that requires new aptitudes like QMS. Preparing tends to an execution hole in work put. Preparing decreases squander and enhances quality. It diminishes mischances and makes laborers multitasked henceforth making them a pad for the association in the event that a worker exist Otto (1970). As indicated by Mangal (2009), preparing enhances execution of the student. This occurs by since preparing is free factor and learning is reliant variable. It accentuates the arranging and organizing of suitable preparing assignments and weights on investigating preparing errand into appropriate components for making learning conditions.

Frederick (2009) preparing alludes to the way toward going along the abilities, information and demeanor or know how through deliberately chose strategies as per a thoroughly thought out arrangement by remark and all around arranged individuals, in a reasonable learning condition to help prepare a student for his allocated occupation or obligation. Preparing is in this way the procedure that empowers an exclusively obtain suitable aptitudes that empower him satisfy the necessity of the employment. It must be proceeded until the point when the point the learner is equipped for dealing with the occupation freely from the mentor. The general goal in preparing are two to be specific to get information hypothetically and scholastically and two field based useful experience and conduct change.

There are two sorts of preparing which incorporate on work preparing and off employment preparing. The on work preparing incorporates exhibit where a student works with an accomplished coach and is demonstrated to play out an assignment. Student is then allowed to perform to sit unbothered. Framing includes a student getting support in addition to direction from mentor. Notwithstanding, most learning is finished via student themselves. Employment revolution is a procedure where a student is moved to different occupations for a timeframe to empower him secures new expertise. Do it without anyone else's help preparing is the place a student is left to find for himself. Reproduction is the place a learner is furnished with test systems to prepare utilizing them to keep away from chance required by utilizing genuine preparing machines like a pilot utilizing genuine plane (Blakely, 2015).

The second sort of preparing is off employment preparing is Lecturing where the preparation some time ago conveyed a painstakingly arranged informative address on some subject. It makes the student a latent specialist in the learning procedure. Contextual analysis is short stories and a depiction in view of genuine occasion. Through the contextual investigation a learner can create abilities in breaking down, thinking and information. Pretending is the place a student is given a specific part to play as he figures out how to play out a vocation. Exchange aggregate is the place learner is given a point and they conceptualize and concoct thoughts how to play out an undertaking from their own reasoning.

Ventures are the place a student is required to plan a venture and run it. This assistance the learner create information and abilities to run a venture. Business amusement happens where students are gathered into groups and they play diversions together which have lessons to learn particularly on co-company and filling in as a group Adar (2012). Preparing on quality standard brought the accompanying advantages; diminishment of grievances from clients, decrease in cost of the item, lessening of generation time, expanded framework effectiveness, expanded resolve of laborers and expanded consumer loyalty. Preparing must be test since learners hold 20% of what they hear and 90% of what they see and do, Bester field, Michna and Sacre (2013). Groups for quality standard can't perform well if not prepared on the most proficient method to take care of value issues.

2.3 Leadership and Operational Performance

Dahlgaard, Kristensen and Kanji (2013) showed that administration is one of the vital ideas of aggregate quality administration. The standards and practices of Total Quality Management can be distinctive between different associations, yet there is an all inclusive assention about the significance of authority for its accomplishment. With the visionary administration the solid hierarchical culture can be effortlessly changed into TQM. The work of the pioneers should be situated from within to the outside of the association, in light of the fact that exclusive a solid association can reflect accomplishment into nature. However, to achieve this protest, a settable model of initiative which its dynamic application will ensure the needed outcome required. As indicated by ISO 9001:2008 global models, administration is guaranteed through considering needs of all invested individuals, building up an unmistakable vision of the association, defining objectives, making shared esteems setting up trust and dispose of dread, give required assets and perceiving commitments. The new reexamined universal standard, ISO9001: 2015 additionally underlines on administration and has kept up it as a rule of administration and the best administration is more responsible for the viability of the QMS.

The pioneer is the one that advances the significance of value in the association, gives conditions to nonstop instruction and preparing of workers, and also keeping up steady contacts with the representatives, clients and providers (Kumar, 2012). Fundamentally, the pioneer should be a solid instigator of the association, provocateur of changes, by defining forceful objectives of consistent change and via looking for open doors for making a

bigger advantage he needs to essentially have the requirements and desires of the clients. Inside the association he/she must be viewed as a mentor, rather than a manager. The achievement of the association relies upon the capacities of the pioneer and the conduct of the best administration (Janakiraman and Gopal, 2012).

Executing QMS will convey a distinction to the way individuals work inside the association and procedures will change. Contingent upon the approach administration takes to actualize QMS, it may bring out resistance from the workers and this must be overseen viably some time recently, amid and after the execution. It is subsequently the administration part to guarantee that QMS is actualized effectively exhaustive benchmarking from the practices and business procedures of the world class associations and brilliant undertakings (Ellen, 2010).

Administration drives the dedication and the association's aggregate push to guarantee that hierarchical objectives are accomplished. Administration initiative means concentrating on the indispensable couple of objectives, adjusting of exercises, keeping up consistency of reason, and making a situation where representatives are not frightful of uncovering shortcomings. Chiefs appear by case that QMS is bolstered in every day exercises (Sashkin and Kiser, 2009). Quality administration procedures stress the significance of best administration going about as the primary driver of QMS exercises. The purposes behind this are different, however the most vital concentrate on the view that QMS is a culture, not only a program. Top administration bolster is felt to be essential keeping in mind the end goal to guarantee that the correct needs are set and that responsibility regarding the standards of QMS exist all through the association. Add up to Quality Management defenders go ahead to accentuate the solid part which administration all through the association must play (Bagad, 2008).

Janakiraman and Gopal (2012) featured that the employment of administration is viewed as one offering great authority in setting up the people or groups to work in a self-governing way. Administration is an empowering agent, culture setter, and supporter as opposed to a chief of worker activity. QMS programs appear to put to an extreme degree an excess of confidence in the capacity of senior supervisors to change their associations and to inspire workers to resolve to enhanced quality. They additionally, maybe, finished

rate the effect of acknowledgment sort remunerates in societies where budgetary prizes assume an essential part in impacting singular conduct.

2.4 Employee Involvement and Operational Performance

Representative contribution is a procedure for enabling workers to take an interest in administrative basic leadership and change exercises proper to their levels in the association (Sundstrom et al, 2015). Worker inclusion can be characterized as how much representatives in a firm participate in different quality administration exercises. By specifically taking part in quality administration exercises, representatives procure new learning, see the advantages of the quality teaches, and acquire a feeling of achievement by taking care of value issues. Contribution is unequivocal in motivating activity on quality administration (Juran and Gryna, 2009). Representative inclusion is exemplified by things, for example, cooperation, worker recommendations, and representative duty. Representative contribution includes group building and working in groups.

As indicated by Rad (2010), most substantial enterprises have a program that joins a portion of the practices and standards of aggregate quality administration. A standout amongst the most essential standards of aggregate quality administration concerns worker contribution or, as it is frequently called, strengthening. It is normal for QMS projects to express that representative association is a critical piece of any fruitful QMS program. There is a long history of research and composing on worker inclusion and how it can influence authoritative execution. Taylor and Wright (2013) noticed that, it, as well, is ending up progressively prominent. One plausibility, as proposed by QMS programs, is that worker contribution is best idea of as an action which underpins a QMS program. The option probability is that QMS hones are best utilized as a part of help of representative contribution programs.

Worker inclusion concerns work outline and its effect on natural inspiration and employment fulfillment. Representatives ought to be associated with the execution of QMS as this in itself is an inspiration and enables the worker to feel acknowledged in the association and will accordingly possess up the usage procedure (Vouzas and Psychogios, 2011). The work on singular occupation improvement, and additionally the work on self-

overseeing work groups and sociotech work frameworks, shapes a basic piece of the verifiable believing that has been consolidated to create administration approaches that anxiety worker association. Maybe the most imperative general concentrate in the work on worker contribution concerns pushing choices to the least level in the association.

A portion of the works on worker contribution put a solid accentuation on remunerate frameworks. Huq (2010) recommend consolidating inclusion in basic leadership and majority rule supervision with rewards for aptitude procurement and for hierarchical execution. Expertise based pay can energize and remunerate the kind of aptitude development that is required all together for QMS projects to be successful. Increase sharing designs, benefit sharing designs, and representative possession can give workers a solid inspiration for making recommendations that can add to the sort of value and consumer loyalty arranged culture that is essential for QMS projects to be fruitful (Yang, 2013).

There are some undeniable covers amongst QMS and representative association. Both see new parts for representatives. They see representatives assuming considerably more liability, being more gifted, and showing signs of improvement data. Both likewise stress the requirement for upgrades and change in the frameworks that associations utilize and the requirement for administrators to significantly change their conduct and their part. They both additionally underscore the significance of culture and that associations are best seen as intricate, between related frameworks instead of mixes of autonomous pieces (Sundstrom et al, 2015).

While worker association concentrates on conceivable enhancements in cost, speed, quality, and representative prosperity and proposes that the kind of additions looked for in a specific circumstance can and ought to be a consequence of the association's procedure and its innovation, in QMS programs, quality is up front. Add up to Quality Management programs underscore that alternate favorable circumstances, for example, upgrades in expenses and speed are determined generally through changes in quality. Thus, it is very conceivable that a portion of the reward framework rehearses which are supported by representative inclusion projects can enhance QMS endeavors (Huq, 2010).

As per ISO 9001: 2015 worldwide standard overhauled from ISO 9001:2008 standard, inclusion of individuals has changed to engagement of individuals, implying that the implementers or process proprietors are included specifically without having an administration delegate to screen the QMS such engagement will prompt achievement of goals of actualizing a QMS.

2.5 Communication and Operational Performance

Communication is the premise of all human connection, and it is obvious that it is the important condition, of human presence and social request. Particularly in business, Communication relates to all the business procedures of an association: relations to clients and other invested individuals, generation, item improvement, administration and bolster forms. In Communication, data is exchanged between the gatherings. The point of Communication is to make activity in light of considering, and all the time to achieve an adjustment in real life. Since an administration is characterized formally as an item made by association between two gatherings, Communication is essentially an administration demonstration. Transferal and administration of data can likewise occur in or between machines. These capacities additionally may have a vital influence in Communication between individuals.

In current Communication arrangements, a man regularly speaks with a machine. In proficient Communication, there is constantly some issue to be refined. Notwithstanding, at whatever point a person partakes in Communication, the Communication dependably starts and closures on an emotive human level. Collaboration dependably incorporates human, i.e. balanced (sensible), non-levelheaded (emotive) and nonsensical (preposterous) highlights. Frederick (2009) preparing alludes to the way toward going along the abilities, information and demeanor or know how through deliberately chose strategies as per a thoroughly thought out arrangement by remark and all around arranged individuals, in a reasonable learning condition to help prepare a student for his allocated occupation or obligation. Preparing is in this way the procedure that empowers an exclusively obtain suitable aptitudes that empower him satisfy the necessity of the employment. It must be proceeded until the point when the point the learner is equipped for dealing with the occupation freely from the mentor. The general goal in preparing are two to be specific to get information hypothetically and scholastically and two field based useful experience

and conduct change. As per ISO 9001:2015 standard, an association might decide inner and outer Communication applicable to the QMS including on what to convey, when to, with whom, how and who to impart to.

2.6 Customer Focus and Operational Performance

Organizations rely upon their clients and accordingly ought to comprehend present and future client needs, should meet client necessities and endeavor to surpass client desires. As indicated by ISO (9001: 2008) standard Customer center means putting your vitality into fulfilling clients and understanding that gainfulness originates from fulfilling customers.expectations are made by the commercial center or a predominant provider. As per this administration guideline, it is essential to look into, build up and comprehend present and future client needs and desires, guarantee destinations of the association are connected to client needs and desires, convey client needs and desires all through the association, measure consumer loyalty and follow up on result, efficiently oversee client relations and guarantee an adjusted approach between fulfilling clients and other invested individuals Total Quality Management (TQM) actualized through a QMS is an advancing arrangement of practices, apparatuses, and preparing techniques for overseeing associations to give consumer loyalty in a quickly evolving world (Dahlgaard et al, 2013). Add up to Quality Management enhances the execution of associations in a few regions: wiping out item abandons, upgrading appeal of item configuration, speeding administration conveyance, and lessening cost, among others. It is in this way TQM's essential concentration to fulfill client needs. This objective is accomplished by constant change of procedures, which prompts higher quality items and administrations through actualizing a quality administration framework. Each worker, at each level, in each capacity, is completely required with persistent upgrades and concentrated on consumer loyalty (Huq, 2010).to accomplish add up to quality administration it is imperative for an association to actualize a QMS.

2.7Theoretical Review

2.7.1 Deming’s System of Profound Knowledge Model

With misleadingly basic ideas and plain dialect Dr Deming challenges the overall style of administration. He portrays the learning important for change in four sections, all identified with each other: Appreciation of a framework; Knowledge about variety;

Theory of information and Psychology. One need not be famous in any part nor in each of the four sections keeping in mind the end goal to comprehend it and apply it. The 14 activity focuses for administration (as recorded underneath) take after normally as the utilization of this learning (Deming, 1982). The different portions of the arrangement of significant information proposed can't be isolated. They associate with each other. Along these lines information of brain research is inadequate without learning of variety, valuing the framework et cetera.

Deming consequently recorded the accompanying as rules to direct directors out of an emergency. This activity focuses for administration take after normally as use of the System of Profound Knowledge, for change from the present style of administration to one of improvement. Make steadiness of reason toward change of item and administration, with the plan to end up noticeably focused and to remain in business, and to give occupations; embrace the new theory. Stop reliance on review to accomplish quality. take out administration by objective; evacuate boundaries that deny individuals of their entitlement to pride of workmanship; establishment an overwhelming system of training and self-change and put everybody to the errand (Deming, 1982). Set everybody in the organization to work to fulfill the change. Change is everyone's occupation. With this model application, administration of value was a reality. Along these lines, execution of QMS in a firm should be done methodicallly in recognition of the Deming's 14 focuses.

2.7.2 Institutional Theory

A few speculations have been set to clarify the proficiency of actualizing TQM in various settings which should be possible through setting a QMS set up. Institutional hypothesis concentrates on the more profound and stronger parts of social structure. It considers the procedures by which structures, including constructions; tenets, standards, and schedules, end up plainly settled as definitive rules for social conduct. Diverse segments of institutional hypothesis clarify how these components are made, diffused, received, and adjusted over space and time; and how they fall into decay and neglect (Conti, 2013). Establishment hypothesis, considers Feigenbaum's idea, financial responsibility, which was presented through his accentuation on the cost effect of poor execution. He contemplated the financial impacts caused by poor execution and portrayed the connection between boundless quality change execution in a country's driving organizations to

quality's long haul monetary impact, with a slack of roughly 20 years from the underlying theoretical presentation. In any case, establishment hypothesis goes further and manages that regardless of the possibility that the quality change exertion profoundly affect general quality and in reality economy, these exertion runs out with time and in this way adds to a fizzled QMS usage.

There is generous proof that organizations in various sorts of economies respond distinctively to comparative difficulties. Social, financial, and political components constitute an institutional structure of a specific domain which furnishes firms with points of interest for taking part in particular sorts of exercises there including TQM.

2.7.3 Organization Theory

Redman et al (1995) characterize a developing point of view in association hypothesis and human science, which they term the 'new institutionalism', as dismissing the balanced performing artist models of traditional financial matters. Rather, it looks for psychological and social clarifications of social and hierarchical wonders by considering the properties of supra-singular units of examination that can't be lessened to conglomerations or direct results of people's traits or thought processes. Ellen (2010) shows that, keeping in mind the end goal to survive, associations must comply with the standards and conviction frameworks winning in the earth, in light of the fact that institutional isomorphism, both auxiliary and procedural, will win the association authenticity.

Further, compatibility of aggregate quality in an offer to win upper hand is adapted predominantly in offering better fulfillment to the clients. Crosby supported the quest for zero imperfections and utilization of Feigenbaum's cost of low quality marker as the business estimation standard to evaluate nonconformance to client necessities (Womack and Roos, 2010). In connection to hierarchical hypothesis of aggregate quality administration, Deming added to the quality assemblage of information through his promotion of value standards to enable administration to accomplish significant learning of business forms utilizing measurable devices to improve quality in their organizations (Deming, 1982).

2.7.4 Invitational Theory

Quickly, invitational hypothesis advocates for individual and expert practices that change and invigorate the general population, places, projects, procedures and strategies engaged with instructive and different sorts of helping connections that is required in any quality change work out. Its will probably set up conditions that purposefully welcome individuals to understand their maximum capacity through preparing. Invitational instruction is the particular utilization of this hypothesis of training in settings where new procedures and systems of doing things are required (Purkey and Schmidt, 2009).The invitational approach supports strengthening, development and improvement by solicitations, which are characterized as the way toward stretching out positive messages to oneself as well as other people (Combs, Avila and Purkey, 2010). In that capacity, it rejects the psychoanalytic conviction that conduct is the aftereffect of oblivious strengths, and additionally the customary behaviorist view that conduct is caused by jolt, reaction, fortification and reward. Invitational methodologies work as indicated by four major suppositions regular to helping connections and additionally the convictions of perceptual brain science and self-idea hypothesis: put stock in, regard, positive thinking and purposefulness (Purkey and Schmidt, 2009). These four attributes give a steady "position" by which individuals make and keep up situations that support the ideal advancement of ability that are required in quality change. Consequently, it can be seen that welcome hypothesis proposes advancement of frameworks to welcome experts into building quality. Drucker accentuated administration based frameworks to enhance producing execution and business practices to keep up and manufacture quality.

2.8 Conceptual Framework

A conceptual framework is an interconnected set of ideas (theories) about how a particular phenomenon functions or is related to its parts. The framework serves as the basis for understanding the causal or correlational patterns of interconnections across events, ideas, observations, concepts, knowledge, interpretations and other components of experience (Marilla, 2010).

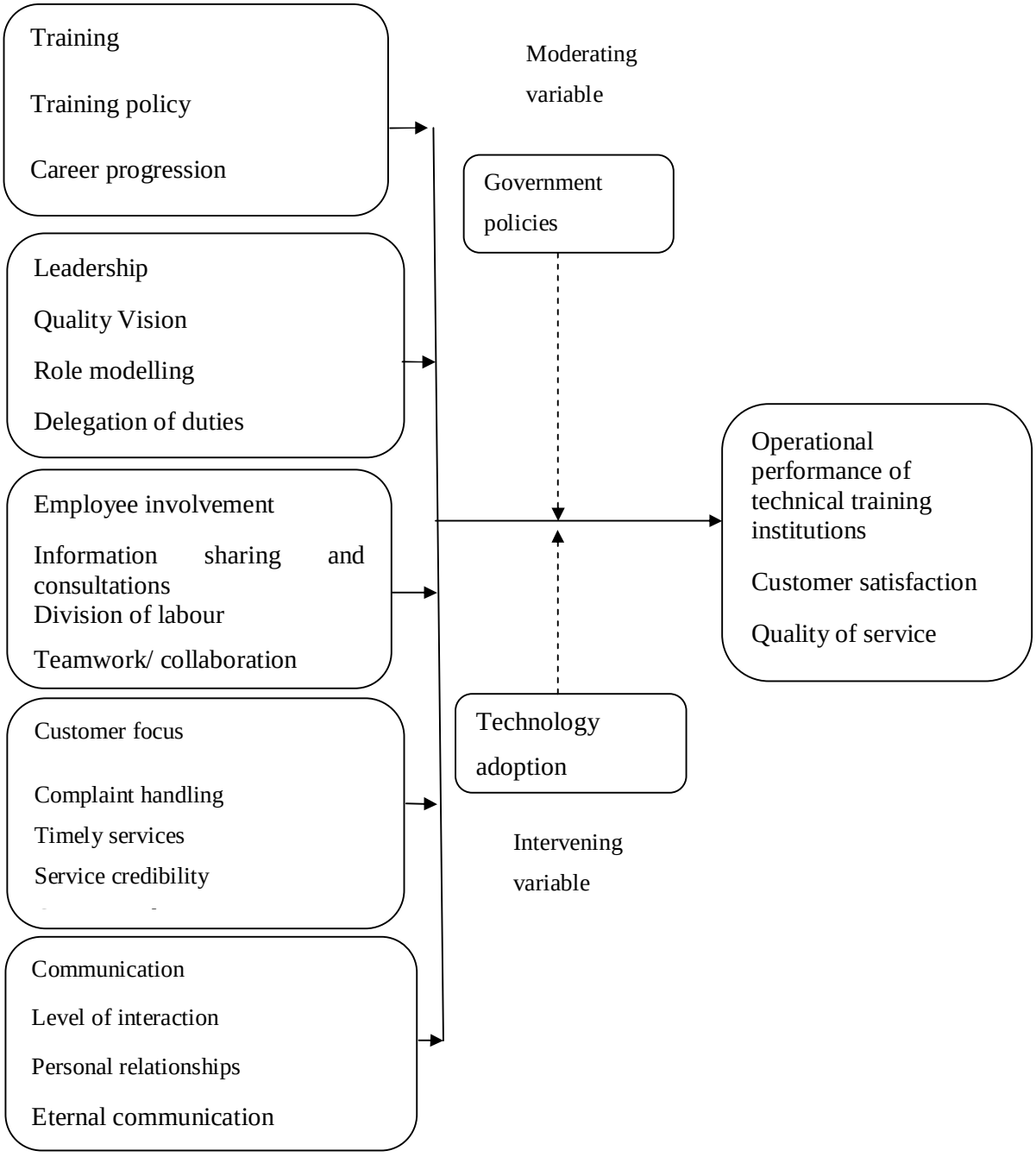

Figure 1. Conceptual Framework

2.9 Summary and Research Gaps

2.9 Summary and Research Gaps

As per the writing looked into here, it is obvious that execution of QMS is a factor of good preparing. Prepared laborer is a superior educated specialist who will enhance quality. He will commit less operational errors subsequently help in usage of Quality standard in the specialized preparing organization. Preparing expands the level of execution of specialists henceforth expanded efficiency. Preparing enables laborers to execute another strategy that requires new aptitudes like QMS. Preparing tends to an execution crevice in work put. Preparing decreases squander and enhances quality. It lessens mischances and makes laborers multitask henceforth making them a pad for the association on the off chance that a representative ways out.

Great authority advances the significance of value in the association, gives conditions to consistent instruction and preparing of workers, and additionally keeping up steady contacts with the key players in the association (representatives, purchasers and providers). Further, as clear from different investigations, human asset is the absolute most vital asset in an association. Notwithstanding, the dynamic condition in which associations plays call for intermittent human asset advancement to coordinate the operational requirements for the association. In this way, in the execution of QMS, representative ability should be supplemented for appropriate usage. Representative association includes engaging workers to partake in administrative basic leadership and enhance exercises suitable to their levels in the association. This is imperative in association executing QMS to guarantee that worker take it as their duty to guarantee accomplishment of QMS.

QMS forms are gone for guaranteeing that associations meet and surpass client needs, by nonstop change of procedures, which prompts higher quality items and administrations. Different examinations already have been done in connection to quality administration. Thuo (2013) contemplated appropriation of ISO 9001 quality administration standard and operational execution of administration associations in Kenya. Mang'unyi and Chege (2014) considered components influencing usage of aggregate quality administration in the soda business in Kenya: a contextual investigation of Nairobi bottlers restricted. Chepkoech (2015) researched factors impacting usage of aggregate quality administration in assembling firms, Guchu, and Mwanaongoro (2014) considered ISO quality administration framework execution for little to medium assembling firms Kenya, Kimani

(2014) studied total quality management and product differentiation in agricultural state corporations in Kenya, Mang'ira (2014) assessed the application of quality management in the provision of information services in libraries in today's information age while Mokamba (2015) also studied the influence of quality management system on the relationship between internal factors and performance of Kenyan public universities. However, none of the above scholars has considered factors affecting implementation of total quality management in Nkabune Technical Training Institute, Kenya creating a research gap that this study seeks to fill.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methods that were used in the collection of data pertinent in answering the research questions. Specifically, the chapter presents research design, population of the study, sampling frame and technique, research instrument, pre-testing of the instrument, data collection procedure and finally data analysis.

3.2 Research Design

The study adopted a descriptive research design. A descriptive design is concerned with determining the frequency with which something occurs or the relationship between variables (Sekaran, 2011). Thus, this approach is suitable for this study, since the study intends to collect comprehensive information through descriptions which was helpful for identifying variables.

3.3Target Population

According to Pole and Lampard (2009), population is classified as all the members of a given group to which the investigation is related, whereas the accessible population is looked at in terms of those elements in the target population within the reach of the study. The target population of the study was 95 top middle level and low level management staff in Nkabune technical training institute.

Table 3. 1: Target Population

Management level	Frequency	Percentage
Top level	21	22
Middle level	30	32
Low Level	44	46
Total	**95**	**100**

3.4 Sampling Frame and Technique

Sampling is a deliberate choice of a number of people who are to provide the data from which a study will draw conclusions about some larger group whom these people represent (Zikmund, 2011). The sample size is a subset of the population that is taken to be representatives of the entire population (Onabanjo, 2010).

This investigation embraced a stratified and straightforward irregular examining method. Stratified arbitrary testing is fair-minded inspecting technique for gathering heterogeneous populace into homogenous subsets at that point choosing inside the individual subset to guarantee representativeness. In the assurance of the example estimate in this investigation, Sekaran and Bougie's (2011) This examination received evaluation testing system where every one of the people working in the organization was considered.

3.5 Research Instrument

The questionnaire had of both open ended and closed ended questions. The open ended questions urged the respondent to give a top to bottom and felt reaction without feeling kept down in lighting up of any data and the closed ended inquiries enabled respondent to react from constrained choices. As per Saunders (2011), the open ended or unstructured inquiries permit significant reaction from the respondents while the shut or organized inquiries are for the most part less demanding to assess. The utilization of polls was a push to preserve time and cash and also to encourage a simpler investigation as they were in quick usable frame.

3.6 Validity

As per Audretsch, Falck, Heblich, and Lederer (2011), legitimacy is the exactness and significance of inductions, in view of the exploration comes about. One of the primary explanations behind leading the pilot think about is to discover the legitimacy of the poll. The investigation utilized both face and substance legitimacy to discover the legitimacy of the surveys. Content legitimacy draws a surmising from test scores to a substantial area of things like those on the test. The analyst looked for help from director and different addresses in the college to determine content legitimacy of the information gathered.

3.7 Reliability

To enhance reliability, a pilot test using the questionnaires was done on five respondents from Nkabune technical training institution and the results from the pilot study were used to address any deficiencies in the research instruments. Reliability was established through test re-test method during piloting and thus the researcher was able to eliminate errors associated with the instruments. This information will not be included in the final study. To calculate the reliability coefficient the researcher used the Spearman-Brown formula as

suggested by (Mugenda & Mugenda 2003). Bridget and Lewin (2011) indicated that any research instrument with a coefficient of above 0.8 is acceptable and reliable enough.

3.8 Data Collection Procedure

The researcher obtained an introduction letter from the university which was presented to each manager so as to be allowed to collect the necessary data from the respondents. The drop and pick method was preferred for questionnaire administration so as to give respondents enough time to give well thought out responses. The researcher booked appointment with respondent technical training institutions at least two days before visiting to administer questionnaires. The researcher personally administered the research instruments to the respondents and a research permit from the university which was used to show the study was used for academic purposes only. This enabled the researcher to establish rapport, explain the purpose of the study and the meaning of items that may not be clear.

3.9 Data Analysis

According to Zikmund (2011) quantitative data is based on meanings derived from numbers, the collection results in numerical and standardized data and analysis conducted through the use of diagrams. However, qualitative data is based on meanings expressed through words, collection of results in non- standardized data requiring classification into categories and analysis conducted through the use of conceptualization.

Data was analyzed using Statistical Package for Social Sciences (SPSS Version 22.0). All the questionnaires received were referenced and items in the questionnaire were coded to facilitate data entry. After data cleaning which entailed checking for errors in entry, descriptive statistics such as frequencies, percentages, mean score and standard deviation was estimated for all the quantitative variables and information presented inform of tables. Descriptive statistics was used because they enable the researcher to meaningfully describe distribution of scores or measurements using few indices (Mugenda & Mugenda, 2013). The qualitative data from the open ended questions was analyzed using conceptual content analysis. Based on Sekaran (2011) recommendation on the analysis of qualitative data, collected data was organized, sorted out, coded and thematically analyzed, searching for meaning, interpreting and drawing of conclusions on the basis of concepts.

3.10 Operationalization of Variables

The operationalization of variables is shown in Table 3.2.

Table 3. 2: Operationalization of Variables

Objectives	Type of Variable	Indicator	Measuring of Indicators	Scale	Tools of analysis	Type of analysis
To establish the influence of Leadership on operational performance of technical training institutions in Meru County	Independent	Leadership	• Quality Vision • Role modelling • Delegation of duties • Bureaucracies • Managerial enthusiasm	Ordinal Ordinal Ordinal Ordinal Ordinal	Percentages Mean score	Descriptive statistics Pearson's correlation analysis
To establish the influence of Training on operational performance of technical training institutions in Meru County	Independent	Training	• Training policy • Career progression • Induction and orientation • Form of training (on job or off job)	Ordinal Interval Ordinal Ordinal Ordinal	Percentages Mean score	Descriptive statistics Pearson's correlation analysis

			• Relevance of Training			
To establish the influence of Employee involvement on operational performance of technical training institutions in Meru County	Independent	Employee involvement	• Information sharing and consultations • Division of labour • Teamwork/ collaboration • Cooperative and clear working agreements	Nominal Interval Ordinal Ordinal	Percentages Mean score	Descriptive statistics Pearson's correlation analysis
To establish the influence of customer focus on operational performance of technical training institutions in Meru County	Independent	Customer focus	• Complaint handling • Timely services • Service credibility • Customized services • Modernity of the office equipment	Nominal Ratio Ordinal Ordinal Ordinal	Percentages Mean score	Descriptive statistics Pearson's correlation analysis

To establish the influence of Communication on operational performance of technical training institutions in Meru County	Independent	Communication	• Level of interaction • Personal relationships • Creativity and innovation • Eternal communication		Percentages Mean score	
	Dependent	Operational performance	• Customer satisfaction • Quality of service • Employee satisfaction • Firm competitiveness • Number of students	Nominal Nominal Nominal Ordinal	Mean score	Descriptive statistics Pearson's correlation analysis

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter contains sections that have the analysis of the data collected concerning the subject under study, its presentation (in tables containing the means, standard deviation, frequencies and percentages) and its interpretation which is given in prose.

4.2 Response Rate

The sampled respondents for this study were 95, the researcher administered questionnaires to all but only 68 were returned. This gave a response rate of 71.58 which is above 50% and is considered significant response rate for as statistical analysis as prescribed by Sekaran (2011).

Table 4.1: Response Rate

	Number of informants	Percent
Response	68	71.58
Non- Response	27	28.42
Total	**95**	**100**

4.3 Background information

The study sought to explore how the participants were suited to participate in the study by examining their gender, age bracket, and highest level of education as well as period worked in the organisation.

4.3.1 Gender

Participants' data concerning their gender is presented in table 4.2 which was obtained by asking the participants to indicate their gender.

Table 4. 2: Gender

	Frequency	Percent
Male	41	60.3
Female	27	39.7
Total	**68**	**100**

The study included male participants who were 60.3% while female participants were 39.7%. This implies majority of the participants in this study were male.

4.3.2 Age Bracket

The participants were also asked to indicate their age and the data obtained is presented in table 4.3**.**

Table 4.3: Age

Age	Frequency	Percent
18-25 years	21	30.9
26-35 years	25	36.8
36-45 years	13	19.1
46 and above	9	13.2
Total	**68**	**100**

Age of the participant's analysis shows that 36.8% indicated to be aged between 26 and 35 years, 30.9% were aged between 18 and 25 years, 19.1% were aged between 36 and 45 years and 13.2% were 46 years and above. This reveals that most of the participants were relatively young as represented by 67.7 % and were believed to have given reliable information concerning the study.

4.3.3 Highest Level of Education

The participants in this study were requested to indicate their education level. The findings were presented in the table 4.4.

Table 4. 4: Level of Education

Education level	Frequency	Percent
Certificate/Diploma	11	16.2
Degree	43	63.2
Postgraduate	14	20.6
Total	**68**	**100**

63.2% of the participants indicated that their highest level of education was a degree, 20.6% indicated postgraduate while 16.2% indicated certificate/diploma. This shows that most of the participants have abilities to comprehend the subject investigated and therefore gave the relevant information.

4.3.4 Working Experience

The participants were also required to tell the number of years they had worked in organizational management. The results are as shown in the table 4.5.

Table 4. 5: Working Experience in Management

	Frequency	Percent
Between 5 and 10 years	23	33.8
Between 10 and 15 years	29	42.6
Between 15 and 20 years	11	16.2
More than 20 years	5	7.4
Total	**68**	**100**

From the results, 42.6% of the participants indicated that the number of years they had worked in management were between 10 and 15 years, 33.8% indicated a period between 5 and 10 years and 16.2% indicated a period between 15 and 20 years while 7.4% indicated a period more than 20 years in management. This implies that majority had worked in management for long enough to articulate the influence of implementation of quality management system on operational performance and give the required information on the same.

4.4 Factors influencing Implementation of Quality Management System

Descriptive statistics under this section presents findings that were drawn in relation to the research questions as well as the study objectives.

4.4.1 Leadership style

The participants gave their opinions on the influence of training on operational performance of technical training institutions in Meru County.

Table 4.6: Extent Leadership Style Influence

	Frequency	Percent
Little extend	2	3.3
Moderate extent	23	33.8
Great extent	28	41.2
Very great extent	15	22.7
Total	**68**	**100.0**

The findings show that, leadership style greatly influenced operational performance of technical training institutions in Meru County as indicated by 41.2%, moderately as shown by 33.8%, in a

very great extent as indicated by 22.1% and lightly as shown by 3.3%. This implies that there is a greater influence of leadership style on operational performance of technical training institutions in Meru County.

Further various aspects of leadership style were considered and the participants were requested to indicate to what extent they influenced operational performance of technical training institutions in Meru County.

Table 4.7: Aspects of Leadership Style Influence

	Mean	Std. Dev
Management support	3.852	0.668
Visionary leadership	4.343	0.478
Provision of resources	3.568	0.429
Inspiring, empowerment and recognizing staff contribution	4.024	0.592
Encouraging team work and performance appraisal	3.312	0.958
Provision of leadership	4.152	0.834
Quality Vision	4.000	1.000
Role modelling	2.727	1.039
Delegation of duties	4.212	0.781
Bureaucracies	2.909	0.947
Managerial enthusiasm	3.697	0.951

The participants indicated that visionary leadership (Mean=4.343), delegation of duties (Mean=4.212) and provision of leadership (Mean=4.152) to very great extent influenced operational performance of technical training institutions in Meru County.

They further revealed that inspiring, empowerment and recognizing staff contribution (Mean=4.024), quality Vision (Mean=4.000), management support (Mean=3.852), managerial enthusiasm (Mean=3.697) and provision of resources (Mean=3.568) greatly influenced operational performance of technical training institutions in Meru County.

They also indicated that encouraging team work and performance appraisal (Mean=3.312), bureaucracies (Mean=2.909) and role modelling (Mean=2.727) moderately influence operational performance of technical training institutions in Meru County.

4.4.2 Training

Participants' responses were sought concerning the extent to which training influenced operational performance of technical training institutions. Table 4.8 presents the findings.

Table 4.8: Extent of Training Influence

	Frequency	Percent
Moderate extent	22	32.4
Great extent	32	47.1
Very great extent	14	20.6
Total	**72**	**100**

The participants revealed that training influenced operational performance of technical training institutions greatly as indicated by 47.1%, moderately as shown by 32.4% and very greatly as indicated by 20.6 %. Therefore, from the results it is revealed that training influenced operational performance of technical training institutions in terms of implementation of quality management systems and operational performance of technical institutions.

Participants again gave their responses concerning the extent of influence of training aspects on operational performance of technical training institutions.

Table 4.9: Influence of Training Aspects on operational performance of technical institutions.

	Mean	Std. Dev
Career development opportunities	4.252	1.099
Setting goals and monitoring employees' achievement	3.995	0.979
Employees autonomy to develop their skills	4.524	0.737
Having quality circles and improvement groups for channelling suggestions	3.701	0.880
Training policy	2.262	1.436
Career progression	3.303	0.883
Induction and orientation	3.970	0.918
Form of training (on job or off job)	3.697	1.015
Relevance of Training	4.242	0.708

The participants revealed that employee's autonomy to develop their skills (Mean=4.524), career development opportunities (Mean=4.252), relevance of training (Mean=4.242) and setting goals and monitoring employees' achievement (Mean=3.995) influenced operational performance of technical training institutions greatly in terms of implementation of quality management systems.

They also illustrated that induction and orientation (Mean=3.970), having quality circles and improvement groups for channelling suggestions (Mean=3.701) and form of training (on job or off job) (Mean=3.697) influence operational performance of technical training institutions in a great extent.

However, the participants indicated that career progression (Mean=3.303) and that training policy (Mean=2.262) moderately influenced operational performance of technical training institution.

4.4.3 Employee Involvement

The researcher sought the extent to which employee involvement influenced operational performance of technical training institution and the participant's opinions were used to come up with findings in table 4.10.

Table 4.10: Employee Involvement Influence

	Frequency	Percent
Moderate extent	18	26.5
Great extent	39	57.4
Very great extent	11	16.2
Total	**72**	**100.0**

From the results majority of the participants indicated that employee involvement influenced operational performance of technical training institution in a great extent as shown by 57.4%, in a moderate extent as shown by 26.5% and in a very great extent as shown by 16.2%. Therefore, findings show that employee involvement greatly influences operational performance of technical training institution in Meru County.

The participants were required to tell the extent of influence of various aspects of employee involvements on operational performance of technical training institution as presented by statements in table 4.11.

Table 4. 11: Influence of Various Employee Involvements Aspects

	Mean	Std. Dev.
Information sharing and consultations	3.713	0.225
Division of labour	4.206	0.723
Teamwork/ collaboration	3.662	1.408
Cooperation	4.405	0.756

Involvement in decision making	3.879	0.781
Intrinsic motivation	3.303	0.883
Increased job satisfaction	4.091	0.843
Individual job enrichment through employee involvement	3.849	1.278
High skill acquisition	2.758	0.792
Much more responsibility on the side of employees	4.455	0.971

The participants indicated that much more responsibility on the side of employees as shown by mean score of 4.455, cooperation as shown by mean score of 4.405, division of labour as shown by mean score of 4.206 and increased job satisfaction as shown by mean score of 4.091 greatly influence operational performance of technical training institution in terms of implementation of quality management systems.

The participants also indicated that intrinsic motivation as shown by mean score of 3.303 and that high skill acquisition as shown by mean score of 2.758 moderately influence operational performance of technical training institution.

The participants were required to tell the extent of influence of various employee involvements on operational performance of technical training institution and the findings are presented by table 4.12.

Table 4. 12: Influence of Employee Involvements

	Mean	**Std. Dev.**
Management empower employee and encourage innovation	3.879	0.857
Staff establish quality improvement teams, corrective action teams and suggestion schemes	4.121	1.083
Employee participates in organization decision making	4.242	0.969
The institution uses participative management approach	2.939	1.088
Employee involvement leads to intrinsic motivation and job satisfaction	3.849	0.906

From the findings, it was indicated that employee participates in organization decision making (Mean=4.242) and staff establish quality improvement teams, corrective action teams and suggestion schemes (Mean=4.121) greatly influence operational performance of technical training institution.

From the same results, it was also indicated that management empower employee and encourage innovation (Mean=3.879) and employee involvement leads to intrinsic motivation and job

satisfaction (Mean=3.849) greatly influence operational performance of technical training institution.

Finally, the findings showed that the institution uses participative management approach (Mean=2.939) moderately influence operational performance of technical training institution.

4.4.4 Customer Focus

Participants gave their opinions on the influence of customer focus on operational performance of technical training institution and the researcher summarised them to come up with the findings in table 4.13.

Table 4.13: Customer Focus Influence on Operational Performance

	Frequency	Percent
Moderate extent	11	16.2
Great extent	34	50.0
Very great extent	23	33.8
Total	**68**	**100.0**

As per the findings it was shown that customer focus influenced operational performance of technical training institution greatly (50%), very greatly (33.8%) and moderately (16.2%). This shows that customer focus greatly operational performance of technical training institution.

The participants were required to indicate the extent of influence of customer focus on operational performance of technical training institution. Their responses are illustrated table 4.14.

Table 4.14: Extent of Influence of Customer Focus

	Mean	Std. Dev.
Complaint handling enhances customer satisfaction	4.302	0.899
Timely services help to achieve organizational excellence	3.895	0.879
Effective communication enhances employee satisfaction	3.814	0.727
Service credibility ensures customer satisfaction	3.635	0.573
Customized services	2.843	1.568
Modernity of the office equipment	4.005	0.809

The participants revealed that complaint handling enhances customer satisfaction as expressed by a mean of 4.302 and that modernity of the office equipment as expressed by a mean of 4.005 influenced operational performance of technical training institution greatly.

The study also revealed that timely services helps to achieve organizational excellence as expressed by a mean of 3.895, effective communication enhances employee satisfaction as expressed by a mean of 3.814 and service credibility ensures customer satisfaction as expressed by a mean of 3.635 greatly influence operational performance of technical training institution. Finally, the study showed that customized services as expressed by a mean of 2.843 moderately influenced operational performance of technical training institution.

The study also sought to examine the influence of customer focus on the operational performance of technical training institution. The findings are presented in table 4.15.

Table 4. 15: Extent of Influence of Customer Focus

	Mean	Std. Dev.
Management focuses QMS Implementation on customer satisfaction	4.303	0.847
Management ensures continual improvement in implementation of QMS	4.182	1.158
Organization establishes and understands current and future customer needs	4.121	0.781
Organization ensures that it communicates and balances the needs and expectations of all customers	2.939	0.998
Management measures customer satisfaction and rectifies where necessary	3.758	0.663
Management response to customers' complaints in timely manner	3.970	0.728

The participants revealed that in a great extent management focused QMS Implementation on customer satisfaction (Mean=4.303) and management ensures continual improvement in implementation of QMS (Mean=4.182) influenced operational performance of technical training institutions.

They also showed that organization establishes and understands current and future customer needs (Mean=4.121), management response to customers' complaints in timely manner (Mean=3.970) and management measures customer satisfaction and rectifies where necessary (Mean=3.758) greatly influence operational performance of technical training institution.

They finally illustrated that organization ensures that it communicates and balances the needs and expectations of all customers (Mean=2.939) moderately influence operational performance of technical training institution.

4.4.5 Communication

The participants were requested to indicate the extent to which communication influenced operational performance of technical training institutions in Meru County and the researcher summarised the findings in table 4.16.

Table 4.16: Extent of Communication Influence on Operational Performance

	Frequency	Percent
Moderate extent	8	11.8
Great extent	42	61.8
Very great extent	18	26.5
Total	**68**	**100.0**

According to the results the participants indicated that communication influenced operational performance of technical training institution greatly (61.8%), very greatly (26.5%) and moderately (11.8%). This indicates that communication greatly operational performance of technical training institution.

The participants were required to indicate the extent of influence of communication aspects on operational performance of technical training institution. Their opinions are illustrated table 4.17.

Table 4.17: Extent of Influence of Communication

	Mean	Std. Dev.
Level of interaction	3.849	1.034
Personal relationships	3.879	0.781
Creativity and innovation	3.303	0.883
External communication	4.152	1.093

The participants revealed that external communication as expressed by a mean of 4.152 and those personal relationships as expressed by a mean of 3.879 influence operational performance of technical training institution greatly.

The study also revealed that level of interaction as expressed by a mean of 3.849 greatly influenced operational performance of technical training institution while creativity and innovation as expressed by a mean of 3.303 moderately influence operational performance of technical training institution.

The study also sought to explore the influence of communication on the operational performance of technical training institution. The findings are presented in table 4.18.

Table 4. 18: Extent of Influence of Communication on Operational Performance

	Mean	Std. Dev.
Communication serves the purpose for which it was planned or designed.	4.455	0.971
Communication occurs when a desired effect is the result of intentional or unintentional information sharing	4.091	0.879
Communication is a central phenomenon in all business activities, interaction between people, and also in nature.	2.576	1.251
Integrating communication is closely connected with traditional quality thinking.	3.515	1.228
Dissipating communication provides possibilities especially when an organization is in crisis and solving the problems requires innovation and creativity.	4.273	0.801

The participants revealed that in a great extent communication serves the purpose for which it was planned or designed (Mean=4.455) and dissipating communication provides possibilities especially when an organization is in crisis and solving the problems requires innovation and creativity (Mean=4.273) influence operational performance of technical training institution.

They also showed that communication occurs when a desired effect is the result of intentional or unintentional information sharing (Mean=4.091) and that integrating communication is closely connected with traditional quality thinking (Mean=3.515). They finally illustrated that communication is a central phenomenon in all business activities, interaction between people, and also in nature (Mean=2.576) moderately influence operational performance of technical training institution.

4.4.6 Operational Performance

The trend of the various aspects of operational performance in the participants' organization for the last 5 years, were assessed using the responses given by the participants and the findings were presented in table.

Table 4. 19: Trend of the Aspects of Operational Performance

	Mean	Std. Dev.
Customer satisfaction	2.485	0.508
Quality of service	3.576	0.502
Employee satisfaction	4.030	0.728
Firm competitiveness	3.909	0.843
Number of students	3.879	0.820

The study indicated that employee satisfaction as shown by the mean of 4.030, that firm competitiveness as shown by a mean of 3.909, that number of students illustrated by a mean of 3.879 and that quality of service as expressed by a mean score 3.576 had improved over the last 5 years. They also indicated that customer satisfaction had decreased as shown by a mean of 2.485.

4.5 Pearson Correlation Analysis

According to Ward (2013), correlation technique was used to analyse the degree of association between two variables. Pearson correlation coefficient was used to determine the strength and the direction of the relationship between the dependent variable and the independent variables. The analysis using Pearson's product moment correlation was based on the assumption that the data is normally distributed and also because the variables are continuous.

Table 4.20: Correlation Matrix

		Operational Performance	Leadership Style	Training	Employee Involvements	Customer Focus	Communication
Operational Performance	Pearson Correlation	1					
	Sig. (2-tailed)	.					
Leadership Style	Pearson Correlation	0.646	1				
	Sig. (2-tailed)	0.023	.				
Training	Pearson Correlation	0.744	0.513	1			
	Sig. (2-tailed)	0.027	0.026	.			
Employee Involvements	Pearson Correlation	0.522	0.423	0.0.327	1		
	Sig. (2-tailed)	0.028	0.012	0.018	.		
Customer Focus	Pearson Correlation	0.734	0.533	0.520	0.431	1	
	Sig. (2-tailed)	0.042	0.009	0.002	0.014	.	
Communication	Pearson Correlation	0.623	0.533	0.420	0.321	1	1
	Sig. (2-tailed)	0.037	0.009	0.002	0.014	.	-

The study computed into single variables per factor by obtaining the averages of leadership style, training, employee involvements, customer focus and communication. Pearson's correlations analysis was then conducted at 95% confidence interval and 5% confidence level 2-tailed. The table above indicates the correlation matrix between the factors (leadership style, training, employee involvements, customer focus and communication) and operational performance of technical training institution.

As per the Table there is a positive relationship between operational performance of technical training institution and leadership style as shown by coefficient of 0.646, a positive relationship between operational performance of technical training institution and training as shown by coefficient of 0.744, a positive relationship between operational performance of technical training institution and employee involvements as expressed by coefficient of 0.522, a positive relationship between operational performance of technical training institution and customer focus

as illustrated by a coefficient of 0.734 and a positive relationship between operational performance of technical training institution and communication as shown by of magnitude 0.623. This shows all variable were significant in determining the influence of implementation of quality management system on operational performance of technical training institutions in Meru County.

CHAPTER FIVE

SUMMARYOF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a summary of findings, discussion of the data findings, conclusion drawn from the findings highlighted and recommendations made from the study. The conclusions and recommendations drawn are focused on addressing the objective of the study.

5.2 Summary of the Findings

Under this, the study will focus on the key variables discussed in chapter four and give a summary of those findings.

5.2.1 Leadership style

The study found that there is a greater influence of leadership style on operational performance of technical training institutions in Meru County. It was further indicated that visionary leadership, that delegation of duties and that provision of leadership greatly influence operational performance of technical training institutions in Meru County.

Further it was revealed that inspiring, empowerment and recognizing staff contribution, that quality Vision, that management support, managerial enthusiasm and that provision of resources greatly influence operational performance of technical training institutions in Meru County.

It was also showed that encouraging team work and performance appraisal bureaucracies and that role modelling moderately influence operational performance of technical training institutions in Meru County.

5.2.2 Training

The study revealed training influence operational performance of technical training institutions greatly. It was also revealed that employee's autonomy to develop their skills, that career development opportunities, that relevance of training and that setting goals and monitoring employees' achievement influence operational performance of technical training institutions greatly. They also illustrated that induction and orientation, that having quality circles and improvement groups for channelling suggestions and that form of training (on job or off job)

influence operational performance of technical training institutions in a great extent. However, the participants indicated that career progression and that training policy influence operational performance of technical training institution in a moderate extent.

5.2.3 Employee Involvement

The findings showed that employee involvement greatly influences operational performance of technical training institution in Meru County. It was indicated that much more responsibility on the side of employees, that cooperation, division of labour and that increased job satisfaction greatly influence operational performance of technical training institution. The participants also indicated that involvement in decision making, that individual job enrichment through employee involvement, that information sharing and consultations and that teamwork/ collaboration greatly influence operational performance of technical training institution. The participants also indicated that intrinsic motivation and that high skill acquisition moderately influence operational performance of technical training institution. It was also indicated that employee participates in organization decision making and that staff establish quality improvement teams, corrective action teams and suggestion schemes greatly influence operational performance of technical training institution. From the same results, it was also indicated that management empower employee and encourage innovation and that employee involvement leads to intrinsic motivation and job satisfaction greatly influence operational performance of technical training institution. Finally, the findings showed that the institution uses participative management approach moderately influence operational performance of technical training institution.

5.2.4 Customer Focus

Customer focus was found to greatly operational performance of technical training institution. The participants revealed that complaint handling enhances customer satisfaction and that modernity of the office equipment influence operational performance of technical training institution greatly. The study also revealed that timely services helps to achieve organizational excellence, that effective communication enhances employee satisfaction and that service credibility ensures customer satisfaction greatly influence operational performance of technical training institution. Finally, the study showed that customized services moderately influence operational performance of technical training institution. The participants revealed that in a great

extent management focuses QMS Implementation on customer satisfaction and management ensures continual improvement in implementation of QMS influence operational performance of technical training institution. They also showed that organization establishes and understands current and future customer needs, that management response to customers' complaints in timely manner and that management measures customer satisfaction and rectifies where necessary greatly influence operational performance of technical training institution. They finally illustrated that organization ensures that it communicates and balances the needs and expectations of all customer's moderately influence operational performance of technical training institution.

5.2.5 Communication

Communication was revealed to greatly operational performance of technical training institution. The participants revealed that external communication and those personal relationships influence operational performance of technical training institution greatly. The study also revealed that level of interaction greatly influences operational performance of technical training institution while creativity and innovation moderately influence operational performance of technical training institution. The participants revealed in a great extent communication serves the purpose for which it was planned or designed and dissipating communication provides possibilities especially when an organization is in crisis and solving the problems requires innovation and creativity influence operational performance of technical training institution. They also showed that communication occurs when a desired effect is the result of intentional or unintentional information sharing and that integrating communication is closely connected with traditional quality thinking. They finally illustrated that communication is a central phenomenon in all business activities, interaction between people, and also in nature moderately influence operational performance of technical training institution. They finally illustrated that organization ensures that it communicates and balances the needs and expectations of all customer's moderately influence operational performance of technical training institution.

5.3 Discussion of the Findings

Under this the study linked the findings with the literature in chapter two.

5.3.1 Leadership style

The study found that there is a greater influence of leadership style on operational performance of technical training institutions in Meru County. This conforms to Kumar (2012) who argue that only the leadership of top management is in position to create a necessary organizational culture that is capable to lead and support QMS actions among employees from the lower levels of the organization.

It was further indicated that visionary leadership, that delegation of duties and that provision of leadership greatly influence operational performance of technical training institutions in Meru County.

Further it was revealed that inspiring, empowerment and recognizing staff contribution, that quality Vision, that management support, managerial enthusiasm and that provision of resources greatly influence operational performance of technical training institutions in Meru County. These findings concur with Janakiraman and Gopal (2012) who argue that within the organization he/she has to be seen as a trainer, instead of a boss. The success of the organization depends on the abilities of the leader and the behavior of the top management.

It was also showed that encouraging team work and performance appraisal bureaucracies and that role modelling moderately influence operational performance of technical training institutions in Meru County. These findings are similar to Dennis (2013) who commenting on the role of leadership said that the top management has to lead the way in propagating the reasons for the implementation and the organizational benefits that can be expected by a QMS.

5.3.2 Training

The study revealed training influence operational performance of technical training institutions greatly. This correlate with Mangal (2009) who claim that training is a planned process to modify attitude, knowledge, skills or behavior through learning experience to achieve effective performance in an activity or range of activities.

It was also revealed that employee's autonomy to develop their skills, that career development opportunities, that relevance of training and that setting goals and monitoring employees' achievement influence operational performance of technical training institutions greatly.

They also illustrated that induction and orientation, that having quality circles and improvement groups for channelling suggestions and that form of training (on job or off job) influence operational performance of technical training institutions in a great extent. This concurs with Mangal (2009) who claim that training improves performance of the learner. However, the participants indicated that career progression and that training policy influence operational performance of technical training institution in a moderate extent.

5.3.3 Employee Involvement

The findings showed that employee involvement greatly influences operational performance of technical training institution in Meru County. This conforms to Huq (2010) who suggests combining involvement in decision making and democratic supervision with rewards for skill acquisition and for organizational performance. It was indicated that much more responsibility on the side of employees, that cooperation, division of labour and that increased job satisfaction greatly influence operational performance of technical training institution.

The participants also indicated that involvement in decision making, that individual job enrichment through employee involvement, that information sharing and consultations and that teamwork/ collaboration greatly influence operational performance of technical training institution. This correlate with Vouzas and Psychogios (2011) who said that employees should be involved in the implementation of QMS as this in itself is a motivation and helps the employee feel appreciated in the organization and will therefore own up the implementation process

The participants also indicated that intrinsic motivation and that high skill acquisition moderately influence operational performance of technical training institution. This concurs with Rad (2010) who said that most large corporations have a program that incorporates some of the practices and principles of total quality management.

It was also indicated that employee participates in organization decision making and that staff establish quality improvement teams, corrective action teams and suggestion schemes greatly influence operational performance of technical training institution. This is in line with Yang

(2013) who argues that teamwork is important to overcome sectionalism and to strengthen cooperation for improving quality

From the same results, it was also indicated that management empower employee and encourage innovation and that employee involvement leads to intrinsic motivation and job satisfaction greatly influence operational performance of technical training institution. Finally, the findings showed that the institution uses participative management approach moderately influence operational performance of technical training institution.

5.3.4 Customer Focus

Customer focus was found to greatly operational performance of technical training institution. The participants revealed that complaint handling enhances customer satisfaction and that modernity of the office equipment influence operational performance of technical training institution greatly. This is in line with Dahlgaard *et al (*2013) which claim that total quality management (TQM) implemented through a QMS is an evolving system of practices, tools, and training methods for managing organizations to provide customer satisfaction in a rapidly changing world.

The study also revealed that timely services helps to achieve organizational excellence, that effective communication enhances employee satisfaction and that service credibility ensures customer satisfaction greatly influence operational performance of technical training institution. The study showed that customized services moderately influence operational performance of technical training institution. The participants revealed that in a great extent management focuses QMS Implementation on customer satisfaction and management ensures continual improvement in implementation of QMS influence operational performance of technical training institution. They also showed that organization establishes and understands current and future customer needs, that management response to customers' complaints in timely manner and that management measures customer satisfaction and rectifies where necessary greatly influence operational performance of technical training institution. These were according to ISO (9001: 2008) which claim that standard customer focus means putting your energy into satisfying customers and understanding that profitability comes from satisfying customers. Expectations

are created by the market place or a dominant supplier. According to this management principle, it is important to research, establish and understand current and future customer needs and expectations, ensure objectives of the organization are linked to customer needs and expectations, communicate customer needs and expectations throughout the organization, measure customer satisfaction and act on result, systematically manage customer relations and ensure a balanced approach between satisfying customers and other interested parties.

5.3.5 Communication

Communication was revealed to greatly operational performance of technical training institution. The participants revealed that external communication and those personal relationships influence operational performance of technical training institution greatly. The study also revealed that level of interaction greatly influences operational performance of technical training institution while creativity and innovation moderately influence operational performance of technical training institution. They finally illustrated that organization ensures that it communicates and balances the needs and expectations of all customers' moderately influence operational performance of technical training institution. These findings were according to ISO 9001:2015 standard, which claims that an organization shall determine internal and external communication relevant to the QMS including on what to communicate, when to, with whom, how and who to communicate to.

5.4 Conclusion

The study concluded that there is a greater influence of leadership style on operational performance of technical training institutions in Meru County. It was deduced that visionary leadership, that delegation of duties and that provision of leadership greatly influence operational performance of technical training institutions in Meru County. Further it was revealed that inspiring, empowerment and recognizing staff contribution and that provision of resources greatly influence operational performance of technical training institutions in Meru County. It was also showed that encouraging team work and performance appraisal bureaucracies and that role modelling moderately influence operational performance of technical training institutions in Meru County.

The study concluded that training influence operational performance of technical training institutions greatly. It was deduced that employee's autonomy to develop their skills, that career development opportunities, that relevance of training and that setting goals and monitoring employees' achievement influence operational performance of technical training institutions greatly. They also illustrated that career progression and that training policy influence operational performance of technical training institution in a moderate extent.

The study concluded that the employee involvement greatly influences operational performance of technical training institution in Meru County. It was deduced that much more responsibility on the side of employees and that increased job satisfaction greatly influence operational performance of technical training institution. The study also deduced that intrinsic motivation and that high skill acquisition moderately influence operational performance of technical training institution. It was also indicated that employee participates in organization decision making and that staff establish quality improvement teams, corrective action teams and suggestion schemes greatly influence operational performance of technical training institution. The study also deduce that management empower employee and encourage innovation and that employee involvement leads to intrinsic motivation and job satisfaction greatly influence operational performance of technical training institution. Finally, the study deduced that the institution uses participative management approach moderately influence operational performance of technical training institution.

Customer focus was concluded to greatly operational performance of technical training institution. The study deduced that complaint handling enhances customer satisfaction and that modernity of the office equipment influence operational performance of technical training institution greatly. The study also deduced that timely services helps to achieve organizational excellence and that service credibility ensures customer satisfaction greatly influence operational performance of technical training institution. Finally, the study deduced that customized services moderately influence operational performance of technical training institution. They study also deduced that organization establishes and understands current and future customer needs, that management response to customers' complaints in timely manner and that management measures

customer satisfaction and rectifies where necessary greatly influence operational performance of technical training institution.

Communication was further concluded to greatly operational performance of technical training institution. The study deduced that external communication and those personal relationships influence operational performance of technical training institution greatly. The study also deduced that in a great extent communication serves the purpose for which it was planned or designed and dissipating communication provides possibilities especially when an organization is in crisis and solving the problems requires innovation and creativity influence operational performance of technical training institution. It was also deduced that communication occurs when a desired effect is the result of intentional or unintentional information sharing and that integrating communication is closely connected with traditional quality thinking. They study also deduced that communication is a central phenomenon in all business activities moderately influence operational performance of technical training institution.

5.5 Recommendations

The study recommends that that technical training institution, in order to improve its operational performance, need to be aware that leadership styles are important and specifically transformational and participative leadership styles and these should be implemented in the organisation. This will ensure all those who are management participate in decision making as well as planning in the institution.

This study also recommends that organizations should use the various leadership styles characteristics of participative and transformational leadership. These characteristics are, among others, establishing direction, developing a culture that encourages excellent performance and providing forums for strategic formulation and ownership. This will in turn greatly influence the operational performance of technical training institution with regard with achieving its set goals.

The study revealed that employees' involvement is a factor in operational performance and that employees' involvement positively influences operational performance of technical training institution. The study therefore recommends that delegating authority and empowering

employees should be introduced. This will empower those who are young in management as well as enabling leadership practice.

Also, there is a need to develop better human resource integration to improve corporate strategy by creating links between organizational and employee development. Further, enhanced communication with employees is recommended. However, this should not only apply to the strategy managers, but also to other managers, particularly line managers who must be aware of using appropriate communication skills to encourage and even criticize their immediate staff, for purposes of quality improvement.

Further the study recommends that the senior management should be requested to continue keeping junior staff aware of the operational performance within the technical training institution and the quality policy in terms of its contents and impact on their work environment as well as to review management commitment in terms of role model behavior and effective communication of quality initiatives within the organization.

Additional awareness needs to be conducted to communicate to the staff that the functional quality units exist in the organization, only to provide specialist skills to assist employees in making quality their own responsibility.

To foster better employee communication across the institution, technical training should adopt an open door policy where junior staff can easily access and engage their supervisors. This will ensure better employee engagement, enable clear information dissemination and build trust between the junior staff and management. Supervisors also need to learn team management and communication skills, encourage their juniors to share thoughts with them without fear of reprisal even where there are divergent opinions.

5.6 Recommendations for Further Studies

1. Since this study was limited to Meru County, the study recommends the same study should be done based on other counties in Kenya to determine the influence of implementation of quality management system on operational performance of technical training institutions.

2. A similar study should be done to establish influence of training on operational performance of technical institutions in other counties.

3. The researcher further recommends that in-depth research be carried out by interested scholars on how leadership influences operational performance in technical training institutions.

4. Further, a study on influence of employee involvement on operational performance is recommended in other technical training institutions

5. The researcher recommends in-depth study on influence of customer focus on operational performance in other technical training institutions.

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APPENDICES

Appendix I: Letter of Introduction

University of Nairobi

P O Box 30197 – 00100,

Nairobi.

Dear Respondent,

RE: REQUEST FOR RESEARCH DATA

I am a graduate student at University of Nairobi. In partial fulfilment for the award of a Master of Arts Degree in Project Planning and Management, I am carrying out a research study on the influence of implementing quality management system on operational performance of technical training institutions in Meru County in Kenya.

You have been identified as one of the people that could be of assistance with the research and I thus request your participation in the research. Essentially, you would be required to complete a questionnaire. You will be treated anonymously and your responses will be treated with utmost confidentiality. The information you provide will be used only for academic purposes.

Yours Faithfully,

Eunice Wairimu Njenga

Thank you in advance.

Appendix II: Research Questionnaire

You are requested to fill out your personal information in the spaces below. Please tick only one response.

Section A: Background information

1) Gender Male: [ ] Female: [ ]

2) Indicate your age bracket

18-25	[ ]	26-35	[ ]
36-45	[ ]	46 and above	[ ]

3) State your highest level of education

'O' Level	[ ]	Certificate/Diploma	[ ]
Degree	[ ]	Postgraduate	[ ]

4) How long have you worked in your organization?

Less than 5 years	[ ]	between 5 and 10 years	[ ]
Between 10 and 15 years	[ ]	between 15 and 20 years	[ ]
More than 20 years	[ ]		

SECTION B: FACTORS OF IMPLEMENTATION OF QUALITY MANAGEMENT SYSTEM AFFECTING OPERATION PERFORMANCE

Leadership style

1) To what extent does leadership style influence operational performance of technical training institutions in Meru County?

Not at all	[ ]	Low extent	[ ]
Moderate extent	[ ]	Great extent	[ ]
Very great extent	[ ]		

6) To what extent does the following aspect of leadership influence operational performance of technical training institutions in Meru County? Use a scale of 1 to 5, where 1 = to very low extent and 5 = to a very great extent.

	1	**2**	**3**	**4**	**5**
Management support					
Visionary leadership					
Provision of resources					
Inspiring, empowerment and recognizing staff contribution					
Encouraging team work and performance appraisal					
Provision of leadership					
Quality Vision					
Role modelling					
Delegation of duties					
Bureaucracies					
Managerial enthusiasm					

Training

7) In your own opinion, to what extent does training influence operational performance of technical training institutions in Meru County?

Not at all [ ] Low extent [ ]
Moderate extent [ ] Great extent [ ]
Very great extent [ ]

8) To what extent does the following aspect of training influence operational performance of technical training institutions in Meru County? Use a scale of 1 to 5, where 1 = to very low extent and 5 = to a very great extent.

	1	**2**	**3**	**4**	**5**
Training					

Career development opportunities						
Setting goals and monitoring employees' achievement						
Employees autonomy to develop their skills						
Having quality circles and improvement groups for channelling suggestions						
Training policy						
Career progression						
Induction and orientation						
Form of training (on job or off job)						
Relevance of Training						

Employee involvement

9) To what extent do you think employee involvement influence operational performance of technical training institutions in Meru County?

Not at all [ ] Low extent [ ]

Moderate extent [ ] Great extent [ ]

Very great extent [ ]

10) To what extent do you think the following aspect of employee involvement influence operational performance of technical training institutions in Meru County? Use a scale of 1 to 5, where 1 = to very low extent and 5 = to a very great extent.

	1	2	3	4	5
Information sharing and consultations					
Division of labour					
Teamwork/ collaboration					
Cooperation					
Involvement in decision making					
Intrinsic motivation					
Increased job satisfaction					

Individual job enrichment through employee involvement					
High skill acquisition					
Much more responsibility on the side of employees					

11) What is your level of agreement with the following statement concerning employee involvement and operational performance of technical training institutions in Meru County? Use a scale of 1 to 5, where 1 = strongly disagree and 5 = strongly agree

	1	**2**	**3**	**4**	**5**
Management empower employee and encourage innovation					
Staff establish quality improvement teams, corrective action teams and suggestion schemes					
Employee participates in organization decision making					
The institution uses participative management approach					
Employee involvement leads to intrinsic motivation and job satisfaction					

Customer focus

12) To what extent does customer focus influence operational performance of technical training institutions in Meru County?

Not at all [ ] Low extent [ ]

Moderate extent [ ] Great extent [ ]

Very great extent [ ]

13) To what extent do you think the following aspect of customer focus influence operational performance of technical training institutions in Meru County? Use a scale of 1 to 5, where 1 = to very low extent and 5 = to a very great extent.

	1	2	3	4	5
Complaint handling					
Timely services					
Communication					
Service credibility					
Customized services					

14) What is your level of agreement with the following statement concerning customer focus and operational performance of technical training institutions in Meru County? Use a scale of 1 to 5, where 1 = strongly disagree and 5 = strongly agree

	1	**2**	**3**	**4**	**5**
Management focuses QMS Implementation on customer satisfaction					
Management ensures continual improvement in implementation of QMS					
Organization establishes and understands current and future customer needs					
Organization ensures that it communicates and balances the needs and expectations of all customers					
Management measures customer satisfaction and rectifies where necessary					
Management response to customers' complaints in timely manner					

Communication

15) To what extent does communication influence operational performance of technical training institutions in Meru County?

Not at all	[ ]	Low extent	[ ]
Moderate extent	[ ]	Great extent	[ ]
Very great extent	[ ]		

16) To what extent do you think the following aspect of communication influence operational performance of technical training institutions in Meru County? Use a scale of 1 to 5, where 1 = to very low extent and 5 = to a very great extent.

	1	2	3	4	5
Level of interaction					
Personal relationships					
Creativity and innovation					
External communication					

17) What is your level of agreement with the following statement concerning communication and operational performance of technical training institutions in Meru County? Use a scale of 1 to 5, where 1 = strongly disagree and 5 = strongly agree

	1	**2**	**3**	**4**	**5**
Communication serves the purpose for which it was planned or designed.					
Communication occurs when a desired effect is the result of intentional or unintentional information sharing					

Communication is a central phenomenon in all business activities, interaction between people, and also in nature.					
Integrating communication is closely connected with traditional quality thinking.					
Dissipating communication provides possibilities especially when an organization is in crisis and solving the problems requires innovation and creativity.					

Operational Performance

18) What is the trend of the following aspects of operational performance in your organization for the last 5 years? Where, 1 = greatly decreased and 5 = greatly improved.

	1	**2**	**3**	**4**	**5**
Customer satisfaction					
Quality of service					
Employee satisfaction					
Firm competitiveness					
Number of students					

Thank you for participating