INFLUENCE OF TOTAL QUALITY MANAGEMENT PRACTICES ON PERFORMANCE OF SMALL AND MEDIUM ENTERPRISES: A CASE OF YOUTH GROUPS PROJECTS IN KAJIADO NORTH SUB COUNTY, KAJIADO COUNTY, KENYA

BY

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DECLARATION

This project is my original work and has not been presented to any other university or institution for any award.

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DEDICATION

This research is dedicated to my parents Dr. Anne Ndiritu and Dr. Charles Kimamo and my three siblings Joseph Kimamo, Raphael Wanyoike and Timothy Kabii.

It is also dedicated to my grandmother Rahab Njeri Wanyoike.

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ABSTRACT

The purpose of this study was to investigate the influence of TQM practices on performance of small and medium enterprises; a case of youth group projects in Kajiado north sub county, Kajiado County, Kenya. The objectives guiding this study were to establish the influence of top management commitment on performance of SMEs, to examine the influence of process management on performance on SMEs, to determine the influence of training of employees on performance on SMEs, to ascertain the influence of quality of product design on performance on SMEs and to establish the influence of quality information on performance on SMEs. Youth projects were randomly selected from Kajiado north sub-county, in the five wards. The study used mixed method approach in the collection and analysis, to capture both the qualitative and quantitative data. The design is descriptive. The target population was 210 youth that were involved in youth group projects. Spearman's correlation was used to test the relationship between the variables. The analyses indicated that there is moderate positive relationship between top management and performance was therefore rejected. There was a strong positive relationship between quality of product design and performance. There was a positive strong relationship between process management and performance. The relationship between training and performance was moderately positive and finally there was a strong positive relationship between quality information and performance of SMEs. This study is majorly recommended to the youth groups, they should strive to always ensure their product in the market is superior, the processes, roles and responsibilities be defined in the organization. This will ensure reduction of costs, time and increases on individual specialization. Quality information is crucial to ensure current, reliable and timeless information that will inform and enable them to make effective decisions on the market strategies and give them competitive advantage

CHAPTER ONE
INTRODUCTION

1.1 Background to the study

Youth projects are diverse in activity and organization. However the approach of TQM practices cuts across in all the youth group projects that are undertaken across the country. Mburu (2015) describes the youth as persons that fall between the ages of 18-35. Youth groups are formed by the coming together of the youth and purposing to create or establish a meaningful program that will pursue certain agendas. In Kenya a youth group is only recognized if it is registered under the Department of Social Services or the Registrar of Societies (Ouma, Osano & Mullumba, 2002, Oduol et al., 2013). Mburu (2015) suggests that platforms have been created to assist the youth groups and the difference should be appreciated as a heterogeneous group. There are those that have members that are illiterate, needy and unstable of which they would acquire skills to be able to manage the youth group projects.

There are several approaches of TQM practices. Different scholars have defined the practices based on the situations and type of organizations and industry. They were looked at from manufacturing organizations, service industry, government, healthcare, and banking and education sector. ISO for instance describes TQM as a management approach of an organization centered on quality based on the participation of all its members and aiming at long term success through customer satisfaction and to benefit all the members of an organization and a society. TQM is about quality of product, but this is only achievable if the processes within the organization are up to standards, leadership is efficient, the customer is the centre of focus, involvement of all the persons in the organization, systems approach to management, continual improvement of product, process and services, factual approach to decision making and finally mutual beneficial supplier relationship. These have been termed as the 8 ISO principles.

Seraph et al (1998) studied seventy eight items in the manufacturing industry but finalized on eight items which were termed as the key TQM practices, role of divisional top management and quality policy, process management, product and service design, training, quality data and reporting, supplier quality management, role of quality department and employee relations. However on processing and production and implementation of TQM, Lu and Sohal (1993), created their nine practices of TQM; top management commitment, strategic quality management, process quality management, education and training, information analysis, benchmarking, resource and statistical process control.

Flynn et al(1994) says that on quality management practices the following seven factors need to be followed as the TQM practices; top management support, product design, process management, quality information, supplier involvement, work force management and customer involvement. Powell (1995) identified twelve factors; committed leadership or executive commitment, employee empowerment, adoption and communication of TQM or adopting the philosophy, closer customer relationship, closer supplier relationship training, open organization, benchmarking, process improvement, zero defects mentality, measurements and flexible manufacturing.

Review of different TQM practices by different scholars seem to concur on the following major practices: top management commitment, process management, training of employees, quality of product design and quality information. This study will examine the influence of these common practices on performance in youth group projects.

Performance is measured by looking at employees' attitude towards quality, flow of information within organizational departments, communication, absenteeism, tardiness rate and skill level. Feng et al (2006), advices that in the modern market, quality and innovation should be the main focus of organization. Kumar et al (2009) shows that improvement brought about by TQM are in terms of process, product and service delivery.

Hence the improvement of organization would be impossible if ways of measuring the variables is not determined (Deming 1986). The measure of performance can be shown by monetary aspect of the organization: what its market shares are, total sales, profits and others. Non financial aspects of the employees, orientation towards quality, communication within organization, absenteeism, tardiness and their level of their training and skills employed (Kaplan & Norton 1996). Emphasis of continual improvement of quality innovativeness and increased market shares results in reduction of costs and in turn improve financial performance of an organization (York & miree2004).This study will examine the influence of these common TQM practices on performance.

1.2 Statement of the problem

A lot of money has gone into the establishment of youth programmes. Youth projects that do not succeed is an indication that the Kenya youth empowerment project (KYEP) is not achieving its goal. This is because KYEP is a program initiated in 2010 with credit from the World Bank to support the government of Kenya to improve on the youth employability. There has been deliberate efforts to engage the youth in development. This is because youth development projects are a huge contributor towards the country's GDP (Mburu & Makori 2015). The divisional youth enterprise development fund committee (divisional YEDFC) was formed purposely to identify and assist functional youth groups in the region to access loans.

Unfortunately studies report that many youth projects do not succeed. For instance Mburu and Makori (2015) state that the issue that led to establishment of youth enterprise development fund YEDF in 2006 was due to the lack of engagement of youth in productive activities and high level of unemployment. They saw that about 55% of the youth in Kenya are unemployed. The managerial issue comes out as a clear indication of the cause of inability to implement the youth projects. Attempts have been made to identify the causes of failure of youth projects. For instance,.Amenya et al (2011) show that the causes of failure of youth projects are lack of funding, management skills, lack of stakeholder support. Mburu & Makori (2006) support this by reporting that many fail

because of managerial issues. This study was to investigate the role played by TQM practices in the performance of youth projects.

Bowen, Morara and Muriithi (2009) also have observed that over 50% of youth projects fail within the first three years. For instance the youth enterprise and development fund launched in 2006; has been on the decline as 57 million is reported to have been lost through misappropriation and mismanagement of funds, political interference and leadership wrangles. Kazi Kwa vijana 2009 World Bank funded project collapsed in 2011 due to mismanagement and misappropriation of funds. According to youth initiative Kenya 2004 report, the main problem with the association and projects is that they are run by inexperienced youth who do not know how to handle youth affairs. Also they are threatened and harassed by police and they lack the goodwill of the surrounding society. The enrolment can be attributing to unemployment, poverty and the rapid growth that is unplanned.

1.3 Purpose of the study

The purpose of this study was to explore the influence of TQM practices on performance of SMEs a case of youth group projects in Kajiado north Sub County in Kajiado County.

1.4 Objectives of the study

This study was guided by the following objectives:-

1. To establish the influence of top management commitment on performance on SMEs.
2. To examine the influence of quality of product design on performance on SMEs.
3. To examine the influence of process management on performance on SMEs.
4. To determine the influence of training of employees on performance on SMEs.
5. To establish the influence of quality information on performance on SMEs.

1.5 Research questions of the study

The study sort to answer the following research questions :-

1. How does top management commitment influence performance of SMEs ?
2. How does quality of product design influence performance of SMEs ?

3. To what extent does process management influence performance of SMEs ?
4. To what extent does employee training influence performance of SMEs ?
5. To what extent does the quality information influence performance of SMEs ?

1.6 Hypotheses of the study

The study sort to test the following hypotheses

$H_0$1: there is no significant relationship between top management and performance.

H02 there is no significant relationship between quality of product design and performance.

$H_0$3: there is no significant relationship between process management and performance.

$H_0$4: there is no significant relationship between training of employees and performance.

$H_0$5: there is no significant relationship between quality information and performance.

1.7 Significance of the Study

This study will be very beneficial to the youth groups that are interested to know the influence of TQM practices in the running of their projects, since the study concentrated on some of the youth groups that were in existence. This study will be a point of reference for the SMEs implementers. This study is also crucial in assisting the government with information prerequisites of ensuring the success of youth projects. The study will also be a pointer to the several stakeholders such as Kenya Private Sector Alliance (KEPSA) who have been given the mandate to do the training as they place the youth in the work sector both formal and informal. Other stakeholders include. The county council, the Members of Parliament and the Members of county assemblies can be able to initiate relevant training and decisions that includes TQM practice implementation in each of the SMEs to be undertaken.

Banks and other funding agents both local and international can use this study to re evaluate and identify youth projects that are most likely to succeed. Also the training and business advice provided can include the relevant TQM practices to each unique youth group project to be implemented. This study is also significant to other scholars who aim

at furthering the studies of TQM practices and its relation to performance. Also they can link the practices and seek to venture on the most significant in the success of the SMEs .

1.8 Limitations of the study

The following were some of the challenges that limited the efficiency of the study: Sufficient funds to carry out a census, the number of SMEs in Kajiado north Sub County is a small proportion of the larger population of the country and may not reflect on the country's population.

A significant fraction was below the diploma level in regards to level of education. Hence the questionnaire language was a bit technical and translation had to be done for them.
The study being in Kajiado County, the larger population is Maasai tribe, the society is dominantly patriarchal and hence the numbers of female participants were very few.

1.9 Delimitations of the study

This study only covered members and the beneficiaries of the training and activities that are provided by the youth fund centre located in Kajiado County. It left out the stakeholders, the surrounding society, Member of Parliament and member of county assemblies and other groups that work together that are not youth oriented such as women groups.

The study concentrated on five TQM practices yet there are more practices that affect performance. Other practices include supplier quality management, role of quality department, employee relations, benchmarking, resource and statistical control, adoption of TQM philosophy, closer customer relation, zero defect mentality, measurement, flexible manufacturing, and supplier involvement workforce management which may also have an influence on the performance of the SMEs .
This study was a cross-sectional. This was delimitation since a longitudinal study would have yielded better results and also giving a trend that can easily be predicted.

1.10 Assumptions of the study

The assumptions of this study were:-

a) Employee attitude towards quality, flow of information within and among departments, absenteeism, tardiness rate and skill level were an appropriate measure of performance of SMEs .
b) The sample participants gave honest and truthful responses to their outlook of the issues raised in the study.
c) The tools used in this study accurately assessed the influence of TQM practices on performance of SMEs.
d) The results of the study are a representation of the SMEs of the whole of the country Kenya.

1.11 Definition of significant terms as used in the study.

Total Quality Management- Total Quality Management refers to a strategy of improving performance and quality by involving all persons I the organization, the management, employees, customer and suppliers in ensuring that the product or service in question is a step ahead of the customer expectation. This is only possible if the processes and systems in place are functional and aim at zero defects.

Total Quality Management practices- The application of a method that is regarded as key in ensuring improved performance. In this study they are: the top management commitment, process management, and training of employees, quality of product design and quality information.

Top management commitment- This is where the top management is totally involved in all aspects of the SMEs. This is in terms of formulation of objectives, policies, processes and ensuring proper management of resources that will lead to achievement of the objectives.

Process management- This is where the activities carried out in the SMEs are looked at as processes that are well defined in terms of

responsibilities of everyone, performance progress, the relevant opportunities and methods of improving them during their implementation.

Training of employees- This is equipping the youth group members with the relevant information, knowledge and skills that will enable them to perform the required activity, which will achieve quality in both process and products.

Quality of product design- This is the ability of a product to meet its specification in terms of functionality, cost effectiveness, safety and ease of use. However the product should be attractive to the consumer in a way that the product or service will perform the intended purpose or satisfy the customer.

Quality information- This is information that is timeless, timely, relevant and useful that is used to inform the personnel in the decision making process of the SMEs

Performance in the SMEs This is the ability of an SMEs to be able to achieve its goals and objectives. It can be in monetary terms, its market shares and shareholder values. However the ability to achieve, is dependent on youth group members' attitude towards quality, flow of information within and among departments, absenteeism, tardiness rate and level of skills of the youth group members.

SMEs - Small and medium-sized enterprises (**SMEs**) are firms that have very few employees or members and have varied activities. The youth group projects fall under SMEs as they are involved in entrepreneurial activities and projects. Projects that have been initiated and implemented by a well-defined and registered youth group under the department of social service or the registrar of societies. The members are between the ages of 18-35 years.

1.12 Organization of the study

This study consisted of five chapters. Chapter one consists of the introduction, the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions of the study, hypothesis of the study, significance of the study, limitation of the study, delimitation of the study, assumptions of the study, definition of significant terms and organization of the study.

Chapter two consists of the literature review, the TQM practices being studied; top management commitment, process management, training of employees, quality of product design and quality of information. It will also cover the studies done on the performance indicators; employee attitude towards quality, flow of information within and between departments, absenteeism, tardiness rate and skill level.

Chapter three consists of the methodology of the study. This section contains the introduction, the research design, target population, sample and sampling procedures, research instrument, instrument validity, instrument reliability and data collection procedures.

Chapter four covers the research findings from the field, data analysis and discussion of the finding.

Chapter five concludes the study by giving the summary of findings, conclusions of the study and recommendation for further study.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter covers the literature review of the five TQM practices. These are; top management commitment, process management, training of employees, quality of product design and quality of information. It will also cover the studies done on the performance indicators; employee attitude towards quality, flow of information within and between departments, absenteeism, tardiness rate and skill level. this are the review of what others scholars have said about the influence of TQM practices on performance in the studies that they had done. A study must be based on a theory and this study was based on the systems theory, which is in included in the theoretical framework. The study has a conceptual framework, which shows the relationships between the independent variable, dependent variables and the moderating variables.

2.2 Concept of TQM

Total quality management is a management approach centred on quality, based on the participation of an organisation's people and aiming at long term success (ISO 8402:1994). This is achieved through customer satisfaction and benefits all members of the organization and society. Based on the ISO9000 there are 8 principles of TQM, these are customer focus, leadership, involvement of people, process management, systems approach to management, continual improvement, factual approach to decision making and mutually beneficial supplier relationship. This principles are created to enable the organization to understand why and what to do. Dale et al, 1994) defines TQM as an approach which can be able to identify the needs and expectations of the customer, the community and the objectives in the organization. The methods used in the organization were to be effective and efficient and always strive to achieve continual improvement.

The study of TQM has evolved over the years. It is traced back in the 5Bc. This period was termed as age of craftsmanship. Quality standards were seen in the construction of the pyramids and in the construction of Rome. In the 18 century Gunsmith Honore le

blanc developed a system to manufacturing muskets to meet certain standards using interchangeable parts (Evans & Lindsay 2008). In the 20 century there was new focus in increasing efficiency and quality assurance. (Montgomery 2005).Walter A Shewart of bell telephone laboratories came up with the statistical control chart, this method although its application in the beginning was shaky it was later adopted by the United States military (Godfrey, Stephens & Wadsworth 2002) .

In 1950's Edward Deming introduced quality control in japan after the world warII to help rebuilt, the country after the war (Evans & Lindsay 2008). in the1970s the United States intensified its TQM application to be able to meet the competition by the Japanese, They transitioned from traditional ways to modern means that focus on continual improvement. This was marked by the establishment of Malcom Bridge National Quality Award established in 1987(Hunt, 1992). In the 1980's quality was defined as driven by customer demand and satisfaction. (Deming 1986).in the 1990s and later TQM became a major focus for organizations (Hunt 1992, Van Seaton 2010).

(Kaynak, 2003) says that performance is then possible by being deeply involved with strategies that embrace continual improvement.. According to Oakland (1993), for efficiency, TQM must start from the top management. Different scholars have then come up with different practices that will influence the performance. Common practices that are derived are: top management commitment, process management, training, quality product design, quality information, and supplier quality and employee relations (Seraph et al1998, lu & sohal 1993,Flynn et al1994, powel 1995). This study strives to study the five common practices; top management commitment, process management, training, quality product design and quality information and their influence on performance.

2.3 Top management commitment and performance of SMEs

Studies have shown that leadership improves on operation and performance. Senior managers are needed to lead the procedure of work, if this is possible then achievement of essential strategic principle during continual improvement will have been achieved. This method ensures every effort is quality orientation and customer oriented.

(Mohammadi 2014) Gharakhani et. al (2013) summarizes the theory of quality by saying that quality is "a boardroom affair" . Its definition and initiative is by the commitment of the top management. Top management commitment helps in building trust with the employees. They are able to buy the idea of quality and employ the strategies in their daily activities within the organization. Top managers must always focus on developing skills and capacity of the employees by engaging them in training programs which are specially designed to increase the productivity and quality of goods and services.(Jones and Grimshaw ,2012).. Performance can be gauged by assessing management efforts to manage development and implementations of the project and programs in question.

2.4 Quality of product design and performance of SMEs

TQM has become an essential factor of competition in the global market. Hunger 2010- observed that in a hypercompetitive environment, organizations are increasingly seeking development, innovation and improving the quality and services. All functions within the organization need to employ TQM strategies. It is crucial for an organization to consider the ties between the productivity, quality and innovation within its production process (Parasuraman, 2010). Quality products and services should be one of the preliminary issues in any of the organization. Products and services offered in the global market can only compete if there is a commitment to continuously improving its design. Hanfield, Jayaram and Ghosh (1999) outline two key objectives that are crucial in the design of the product and services. These are: designing manufacturable products and designing quality into the products. Designing manufacturable standardized. Designing quality means that the product is more efficient and complexity of process is minimized.

Porter (1990) asserts that when high quality is achieved it leads to a sustainable competitive advantage. This to him is an operational strategy where quality is controlled and is continuously improved. Quality of product also implies a reduction in cost of production (Harmon and Peterson, 1990). Waldman and Gopala (1996) say that quality of a product is solely the eyes of the customer.

Prajogo and Sohal (2001) reports that there is a positive relationship between Total Quality Management and innovation performance. They insist that an organizational culture that acknowledges innovation provide a fertile ground for improving performance. An organization can outperform its competitors if they achieve two things: one is distinguished and attractive products and second producing and charging a premium price (Reed et.al 1996).Pencarelli et al., 2013 suggest that is crucial to involve the employee or junior staff during the design at stage, in that it enables the organization to meet the expectations of the stakeholders, customers and also ensure that quality and satisfaction are raised.

2.5 Process management and performance of SMEs

Process management emphasizes on activities as opposed to results, through a set of methodological and behavioral activities. This is because any approach given to an activity is preventive and proactive in nature to reduce errors and any variation in the quality of the goods and services produced (Sadikoglu & olcay 2014). Mistakes in the processes are realized early and are corrected within the process of production. Successful processes ensure that the resources are used to optimum and there are no wastes and costs are then reduced this leads to increase of profit margins in the organization.

The recent years globalization have led to the standardization of the quality of goods and services produced. One can achieve quality products only by controlling manufacturing or process of creation of the product so as to achieve perfection and also prevent defects. TQM gurus like Deming and Juran (1982) advocate that continuous application of TQM is necessary for successful implementation. Gharakhani et.al (2013) in the summary of theory of quality claims that mass inspection is eliminated by doing everything to reduce defects during production.

Harmon and Peterson (1990) insist that efficiency of a process is measured by how much waste has been eliminated, reduction of stages of production process, reduction in cost of production, developing of people within the organization and customers and ability to

continuously improve. Gobeli and Brown (1994) observed that TQM is a value leader because it is the strategy approach to innovation rather than product innovation.

2.6 Training of employees and performance of SMEs

Quality training is when the executed processes by the team is continuously improving. A team is well structured and training that is intentional is carried out and performance assessed against the intended objectives. Gharakhayi et. al . (2013) claims that fear of employees hinder the achievement of performance. Hence intense education, training and retraining go a great length in achieving continuous improvement of quality and also give employees some job security.

Stone (2002) reports that the main role of training is incorporating and achieving organizational goals through the workforce. Fakhar and Anwan (2008) also observed a positive relationship between job experience and performance as job experience results in increase in both skills and competence. Iftikhar and Siraj-ud (2009) also observed that employee performance in health sectors increased because of increase of training and development.

Robert and Frank (1998) in their research found that training not only develops but improved managerial skills as it led to efficiency and cost control. Raja et.al. (2011) state that human resource is the backbone of any organization. This is why huge amounts of money is invested on the human resource capital as it majorly improves the performance. Ginsberg (1997) says that a good training is that which is designed to meet both the needs of the employees and organization.

Scholars have seen that training has a crucial role in performance, For instance Tsaur and Lin (2004) assert that bad training doesn't result into anything other than loss of both time and money. Training and development result in increased performance (Shepard et.al 2003). In Raja (2011) proved the hypothesis that the training design has a significant effect on the performance. Training has many dimensions and as Deming (1982) reports, on-job training is better as one grasps more and it saves time and costs (Fynn et.al 1995).

Thomas (1997) also concludes that it is nearly impossible for an employee to perform well if he/she has not pre-training.

Farsijani (2007) says that productivity in an organization is improved if a stimulation attitude is based on continual improvement activities. It would also be effective if service performances were in the same direction with trading duties and culture development based on the flexibility of staff and when education and multi skilling were utilized.

Effective training and learning capabilities ensure consistency in the production process. Unique behavior is a distinguishing factor within the industry. If employees are trained then it is possible to have high quality products and services. Training also increases productivity of employees within an organization (Sadikoglu & olcay 2014)

Sadikoglu & olcay (2014) continue to say that training of employees allows them to understand the structure of the firm and industry at large. Trained employees develop some sense of loyalty to the firm. Their ability to perform a task at? perform excellently makes them confident, builds their morale and the firm is assured of high quality products being produced.

2.7 Quality information and performance of SMEs

Effectiveness and efficiency is achieved when the management ensures that its employees access information that is timely, reliable, consistent, accurate and necessary. Leaders in an organization need to establish a multi-point communication among the employees, managers and customers and use the information efficiently and effectively. Sadikoglu & olcay(2013). Yaser H. et al (2015) who saw a positive correlation between quality information and organizational performance

2.8 Theoretical framework

This study was based on the systems theory of management. The systems management theory states that an organization should be run as a system. A system is defined as a set of distinct parts that interact to form a complex whole. All distinct parts work

independent but collectively for the good of the whole. An organization does not perform effectively without all the facets working in harmony and each complementing each other. This is because a system is greater than the sum of its parts,(Kidombo et al 2013). Systems approach was proposed by Ludwig Von Bertalanffy in 1968. He classified systems as either open or closed depending on their interaction with the environment (Kidombo et al 2013). This study considered organizations as being affected by factors within and without. An organization is an open system in which its processes within the organization are affected by the environs,(Lazlo & Krippner1997).

The main components of a system are: input, transformational process, output and feedback. The inputs are the resources that are employed to create the products, transformational process is the stage where inputs are translated into end products, and outputs are the products and services at the end of the processing stage. Feedback stage is that which informs on output in connection to the input. This information is crucial as it shows the failure or success of the product design. All these processes are cyclical in nature. Figure 1 shows the cyclical relationship of the components.

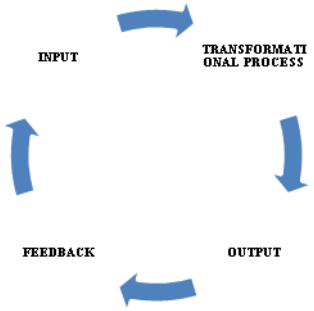

Figure 1: System Theory Model

A system should be broken down, analysed and understood before being assembled. This is a source of quality information. A change in any part of the system affects the whole system, as a whole. Close monitoring of each process should managed basing in mind the end goal and objective (Kidombo et al 2013).

The output of one is an input of the other in the system. Careful consideration of each stage is important as a modification or alteration in a design changes the whole system and may demand an alteration in the other subsystems. A system must at all times be geared towards achieving organizational goals and objectives. The management should be well informed from the feedback and the objectives of the organization, to be able to cope with the dynamism of the processes.

Training of the employees, fit as an input. Process management and top management commitment form the transformational process. Output would be tested by the quality of product design. Quality information is part of the feedback.

2.9 Conceptual Framework.

The relationship between the independent and dependent variables are illustrated in figure1.

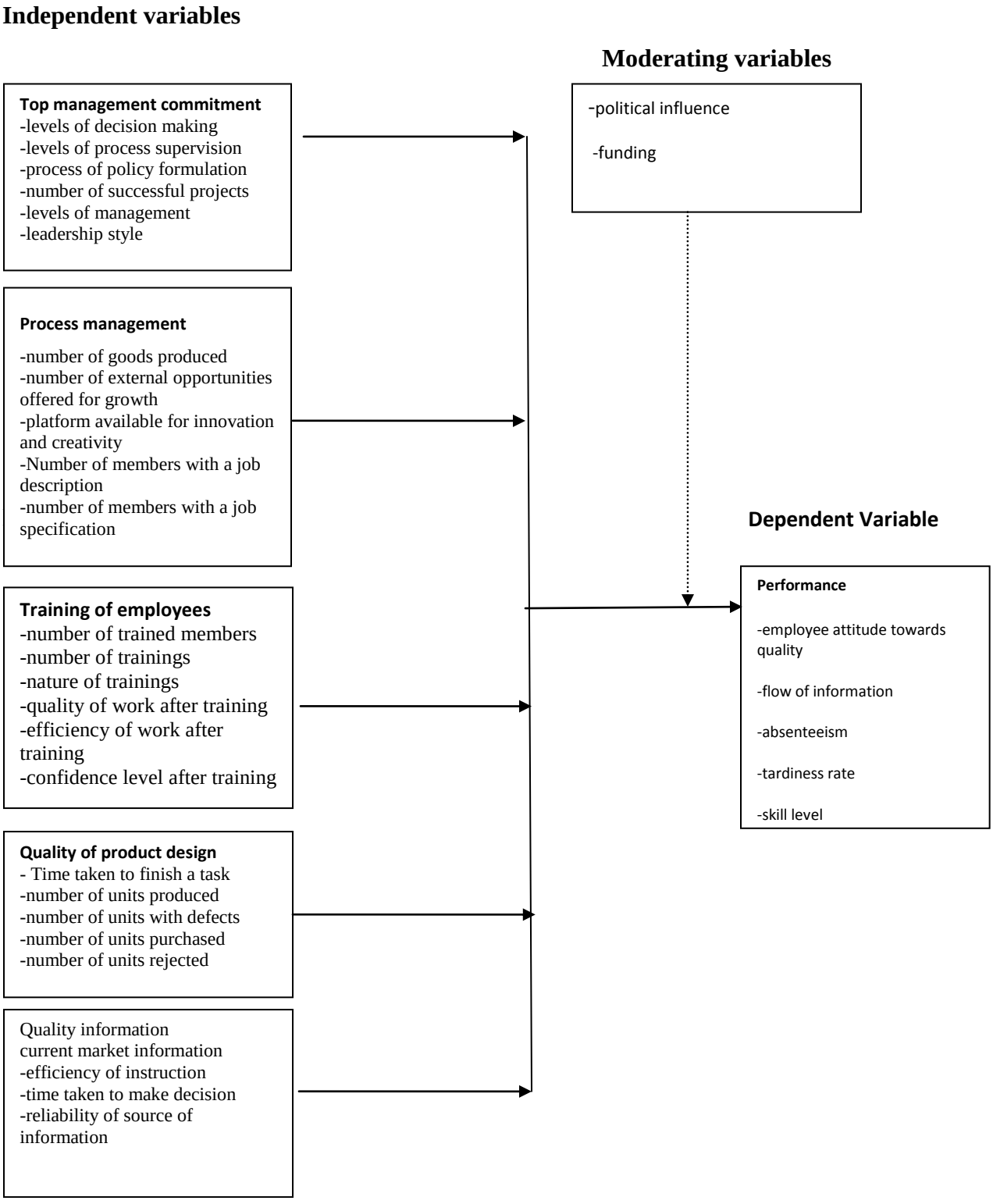

Figure 2: Conceptual framework

The conceptual framework indicated a possible relationship between the variables. The first independent variable is the top management commitment; its indicators are levels of decision making, levels of supervision, process of policy formulation and number of successful projects. The second independent variable is process management; its indicators are the number of goods produced, the number of external opportunities offered for growth, platform available for innovation and creativity, number of members with a job description and the number of employees with a job specification. The third independent variable is the training of employees, the indicators are, the number of trained members, the number of trainings, the nature of trainings, the efficiency of work after training and the quality of work after training.

The fourth independent variable is the quality of product design. its indicators are, the time taken to finish a task, the number of units produced, the number of units with defects and the number of units purchased. The fifth independent variable is the quality information. Its indicators are current market information, efficiency of instruction, time taken to make decisions, reliability of the source of information.

The dependent variable is the performance. Its indicators are employee attitude towards quality, flow of information, absenteeism, tardiness rate and the skill level. There are some moderating variables that were identified. They are political influence and funding. The five independent variables are likely to have an influence on the dependent variable.

2.10 Summary of literature review and research gaps

In relation to top management commitment, this study seeked to investigate the influence of TQM practices in small and medium enterprises unlike the studies by Mohammadi (2014) which focused on a big oil industry. The study used purely a quantitative approach. This study will use the mixed mode methodology. In regards to quality of product design, this study investigates the process used in creating the product design and criteria of selecting the best choice of product design. Studies done for instance, Hanfield et al (1997) in production industry and Waldman and Gopala (1996) on quality management are more into company settings.

Process management in this study focuses on the allocation of responsibilities and roles of individuals in small and medium enterprises. Other studies for instance, Deming and Juran (1982), Harmon and Peterson (1990) focused more on the innovations applied and efficiency. Training in this study will focus on the availability and frequency of employees in the small and medium enterprises. Most studies have focused on the service industry and Oday (2014)y for instance, Fakhar and Anwani (2008) in hoteling industry, Iftikar and Siraj-ud (2009) in medical field. Quality information will be established using mixed mode approach unlike other studies such as that of Sadikoghu and Oday (2014).

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the method in which the research study has been carried out. It explains the method in which the data was collected, processed and analysed. The chapter covers the following areas: the research design, the target population, the sample size and sampling procedures, the methods of data collection, validity and reliability and finally the operationalization of variables.

3.2 Research design

The study used mixed methods approach which involved collecting and analysing the quantitative and qualitative data. There are some aspects of this study that ought to be captured yet there is no method of quantifying them. In terms of performance aspects like employee attitude towards quality and flow of information was collected in text that is, qualitative data. The other aspects of performance that is, tardiness rate, absenteeism and skill level are quantitative in nature.

The design was descriptive. This is because the study has both independent and dependent variables. The independent variables are the TQM practices and the dependent variable was performance. The data was analysed by Pearson's correlation which was used to test whether there was any significant relationship between the variables.

3.3 The target population

A population is defined as a group of units that posses a similar characteristic or they possess the studied variables. Isidor (1982) views the population as the aggregate that meet the specifications being studied. Kisilu and Tromp (2006) define the population as a group of individuals, objects or items from which samples are taken for measurement. Mugenda and Mugenda (2003) defines the target population as the population in which the researcher wants to study. The target population were 168 youth in Kajiado north sub-county.the youth members are members in the youth groups that benefited from youth

centre fundings, training and facility. This however was a small population of the thousands of youth that have been registered in Kajiado social service and welfare office.

3.4 Sample size and sampling procedure

Sampling is the method in which the researcher is going to select a number among the units in the population which the study will be done on. The results gotten were and were then assumed to be representation of the entire population (Orodho and Kombo, 2002). According to Singleton (1998), sampling is defined as part of the research that indicates how cases are selected for observation. According to the youth fund policy for a group to acquire funds, they must have at least 8 members. Using the Krejcie and Morgan table dictates a sample of 113 members which is an average of 5 people in each group in Kajiado County. Kajiado north Sub County is already divided into five wards- each with its own youth groups. The wards are geographically demarcated. According to the youth fund policy for a group to acquire funds, they must have at least 8members. The population had 168 members, based on the krejcie and morgan table dictates a sample of 113 members which is an average of 5 people in each group.

Table 3. 1: Study sample population and size

	STUDY SAMPLE	GROUP POPULATION	POPULATION MEMBERS	SAMPLE GROUPS	SAMPLE MEMBERS
1	NGONG WARD	8	40	8	40
2	OLO OLUA WARD	3	15	3	15
3	OLKERI WARD	8	40	4	20
4	ONGATA RONGAI	2	10	2	12
	TOTAL	21	105	17	87

3.5 Methods of data collection

Questionnaires and interviews were used as research instruments. For triangulation purpose, the interview schedule was used to confirm the information captured by the questionnaire. Kothari (2003) suggests the use of the questionnaire because the researcher is able to grasp the real time event from analysing the questionnaires and giving a report. The instrument used was to allow the participants to express their own views on the existing conditions versus the ideal situation which should have been. Their report gave the relationship between the variables in question from the eyes of the participant. The information collected will be stored and used for reference later. 82.9 percent return rate is a good representation of the entire study population. Questionnaires were predesigned and tested during the pilot study. This was to test the reliability of the instrument. The questionnaire was a tool that captures the relevant information that will be used to answer the research questions. Also because of language barrier and for clarification of the information, interviews were carried out.

The data was collected from both primary and secondary sources. Primary data is data that is raw and collected from the field by the researcher whereas secondary data is that which is collected from, books, journals, and newsletters.

3.6 Validity and reliability

Validity and reliability was achieved in the following ways:

3.6.1 Validity of the Instruments

Mugenda and Mugenda (1999) define validity as the accuracy and meaningfulness of inferences, which are based on the research results. Valid results mean that the instrument used was designed properly and was able to capture exactly what it was designed to. The researcher gave the instrument to the university supervisor to test its validity. Content validity will also be tested through the pilot study

The pilot study was be administered to some of the youth group members and the response given was scrutinized to see whether the questionnaire items were well understood and if the objectives intended have been achieved. Also the questionnaire were given to fellow classmates to validate the contents.

3.6.2 Reliability of the Instruments

According to Mugenda and Mugenda (1999), reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. Split half method was used in administering the questionnaire.

A Pearson's product moment correlation coefficient formula was used to show whether there was any correlation between the two results. The Pearson's product moment correlation coefficient formula is:-

$$r = \frac{N\Sigma xy - (\Sigma x)(\Sigma y)}{\sqrt{[N\Sigma(x)^2 - (\Sigma x^2)][N\Sigma(y)^2 - (\Sigma y)^2}}$$

The reliability of the instrument is based on the coefficient r. the higher the coefficient the more reliable the instrument is and the data obtained. Based on Mugenda and Mugenda (1999) a coefficient of 0.80 or more showed that there is high reliability of data. the questionnaires in the pilot study were split into odd and even numbers, a

correlation was done in the two sets. then a correlation of the two sets compared. The results were R_s =0.87. This results means that the instrument was reliable.

3.7 Operationalization of variables

The following is the table of variables operationalization.

Table 3. 2 : Operationalization of Variables

RESEARCH OBJECTIVES	RESEARCH QUESTIONS	VARIABLES	INDICATORS	MEASUREMENT	TYPE OF ANALYSIS	TOOLS OF ANALYSIS
		DEPENDENT VARIABLE				
		Performance	-employee attitude towards quality -flow of information within the organization -rate of absenteeism -Tardiness rate -skill level	ordinal	Mixed mode- qualitative and quantitative	Spearman's correlation
		INDEPENDENT VARIABLES				
1.To establish the influence of top management commitment on performance.	How does top management commitment influence performance?	Top management commitment	-levels of decision making -levels of process supervision -process of policy formulation -number of successful projects -levels of management -leadership style	**Ordinal**	Qualitative and quantitative	Spearman's correlation
2. To examine the influence of process	To what extent does process	Process management	-number of goods produced -number of	ordinal	Qualitative and quantitative	Spearman's correlation

management on performance	management influence performance		external opportunities offered for growth -platform available for innovation and creativity -Number of members with a job description -number of members with a job specification			
3.To determine the influence of training of employees on performance	To what extent does employee training influence performance	Training of employees	-number of trained members -number of trainings -nature of trainings -quality of work after training -efficiency of work after training -confidence level after training	Ordinal /nominal	Quantitative and qualtitative	Spearman's correlation
4.to ascertain the influence of quality of product design on performance	How does quality of product design influence performance	Quality of product design	-time taken to finish a task -number of units produced -number of units with defects	Nominal/ ordinal	Quantitative and qualitative	Spearman's correlation

			-number of units purchased -number of units rejected			
5.to establish the influence of quality information on performance	To what extent does the quality information influence performance	Quality information	-current market information -efficiency of instruction -time taken to make decision -reliability of source of information	Ordinal	Quantitative and qualitative	Spearman's correlation

3.8 Data Analysis Procedures

The quantitative data was analysed using the Pearson correlation. However the qualitative data was analysed by themes. Percentages and standard deviations accompanied will be used in testing the relationship between the independent variables and the dependent variable. Tables were also used to show the analyses in respect to the research objectives and research questions.

The statistics for this study were entered and computed using the SPSS statistical software. Pearson correlation was used to determine whether there is a significant relationship between the independent variables and dependent variables. TQM practices in the study were top management commitment, quality of product design, training of employees, process management and quality information. The dependent variable is performance. A correlation of 0-0.3 will be considered a weak relationship, 0.31- 0.7 will be considered a modest relationship while 0.7 and above will be considered a strong relationship (Gliner & Morgan,2000).

3.9 Ethical Considerations

The researcher sought permission from relevant offices before carrying out the study. She then contacted the youth group leaders requesting for their co-operation and assistance. The respondents participation was purely voluntary and they were told not to write their names on the questionnaires, as an assurance of their information being kept confidential.

CHAPTER FOUR
DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter is divided into 6 sections. The first section is a discussion of the questionnaire return Rate. The second section involves the demographic information of the respondents. The third section is the performance gauge by top leaders of the youth groups. The fourth section has 5 subsections based on the study objectives which relate to top management commitment, process management training of employees, quality of product design and quality information. Performance of the groups is categorized into very good, good, fair, bad, or very bad. The fifth section deals with the results from hypotheses testing. The sixth section gives a summary of the interview schedule.

4.2 Questionnaire Return Rate

The return rate is calculated by the proportion of the responses over the sample size. There were a total of 87 respondents that returned the questionnaires out of the expected 105. This is indicated in Table 4.1

Table 4.1: Return rate

Questionnaires	**Responses**	**Percentage (%)**
Answered and returned	87	82.9
Did not return	18	17.1
Total	**105**	**100%**

It can be observed from Table 4.1 that 82.9% of the respondents completed and returned the questionnaires. Only 17.1% did not return the questionnaires. However, based on Mugenda and Mugenda (1993), a response rate of more than 80% is acceptable to carry out the analysis of the sample.

4.3 Demographic Information

Respondents were asked to indicate the following demographic characteristics that relate to them: age, gender, level of education, position in the group, type of industry of the group and how long the respondents had been in the group.

4.3.1 Age of Respondents.

Respondents were requested to indicate their age bracket. These are shown in Table 4.2

Table 4.2: Age bracket of respondents.

Age Bracket	Frequency	Percentage %	Cumulative percentage%
Below 18	00	00	00.0
18 – 24	33	39.3	39.3
25 – 30	38	45.2	84.5
31 – 35	11	13.1	97.6
Above 35	02	2.4	100
Total	**84**	**100**	

From Table 4.2, it can be seen that majority of the respondents were between the ages of 25-30, who accounted for 45.2%. The others below 18 years accounted for 0%, 18-24 years were 39.3%, 31 – 35 years were 13.1% and above 35years were 2.4%. Mburu (2015) describes the youth as persons that fall between the ages of 18-35. from the cumulative frequency, it can be seen that they are 97.6%. also, it is a legal requirement to have at least 80% youth in case of registration and funding.

4.3.2 Gender of Respondents

Respondents were asked to indicate their gender. Their responses are indicated in Table 4.3

Table 4.3: Gender of respondents

Gender	Frequency	Percentage %	Cumulative percentage%
Male	64	80.0	80.0
Female	16	20.0	100.0
Total	**80**	**100**	

According to Table 4.3 Majority were male with 80% while female accounted for 20% of the sample population. Kajiado County is a patriarchal society; leadership is in the hands of men. Hence the majority of the leaders and members in the group are. The women in the Maasai community are not as empowered as in other areas, and are shy to take up leadership roles; also the society has dictated the social roles for each sex. the Kajiado north sub county also has some urban dwellers who have come to settle as the area continues to grow. A mixed tribe setting is also common in the areas near the shopping centre.

4.3.3 Respondents' Level of Education

Respondents were requested to indicate their level of education. Table 4.4 shows their levels of education

Table 4.4: Level of education

Education level	Frequency	Percentage %	Cumulative percentage%
Primary	13	14.9	14.9
secondary	32	36.8	51.7
Diploma/College	40	46.0	97.7
Bachelor degree	01	01.1	98.8
Masters degree	00	00.0	98.8
PHD	00	00.0	98.8
Others	01	01.1	99.9
Total	**87**	**100**	

From Table 4.4 it can be observed that the level of education of the respondents varied form primary to tertiary levels. It is observed that majority of the respondents had reached diploma/college level, which accounted for 46.0%. Primary accounted for 14.9%, secondary 36.8%, Bachelor 1.1%, master's 0%, PhD 0% and other 1.1%. More than half of the sample has reached secondary level. The majority of the tribe in Kajiado County is the maasai. This is a pastoralist community, their livestock value than other economic activity may have contributed to the low level of education in the region.

4.3.2 Position Held in the Group.

Respondents were asked to indicate the positions they hold in the organizations. This is presented in Table 4.5.

Table 4.5: Position of respondent

Position	Frequency	Percentage %	Cumulative percentage%
Leaders	25	32.9	32.9
Members	51	67.1	100
Total	**76**	**100**	

From table 4.5 majority of the respondents were members who accounted for 67.1%. The other leaders accounted for 32.9%.out of the five the researcher sought to get at least to a leaders in the sample population. Also in the setting of a youth group, the leaders are fewer if you compare the leaders to members' ratio.

4.3.5 Type of Industry

This is an analysis of the type of industry each youth group belonged to. Respondents were requested to indicate the type of industry that their youth group was engaged in. The responses are presented in Table 4.6

Table 4.6: Type of industry

Type of industry	Frequency	Percentage %	Cumulative percentage%
Food industry	10	11.5	11.5
Jua kali industry	13	14.9	26.4
Service industry	19	21.8	48.2
Arts industry	25	28.7	76.9
HIV/Aids	5	5.7	82.6
IT related	2	2.3	84.9
Others	13	14.9	99.8
Total	**87**	**100**	

According to Table 4.6 majority of the youth groups belonged to IT industry as they accounted for 84.9% The others food industry accounted for 11.5%, Juakali 14.9%, service industry 21.8%, HIV/Aids 5.7%, IT related 2.3% and others 14.9%. The youth group projects are short lived and are started on the basis of need and available funds at the moment, hence the one youth group may be involved in activities that fall in the more than one industry.

4.3.6 Duration of Membership of Respondents

Lastly in demographic analyses, respondents were asked to indicate the duration they had spent as members of their youth group. The findings are presented in Table 4.7

Table 4.7: Duration of membership

Duration of membership	Frequency	Percentage %
Less than 5 years	70	77.8
5 – 10 years	20	22.2
More than 10 years	00	00.0
Total	**90**	**100**

According to Table 4.7, majority have been in youth groups for less than 5 years accounted for 77.8%. 5 – 10 years 22.2%, more than 10 years 0%.

4.4 Categorization of Performance by the Top Leaders

During the interview schedule, the top leaders were asked to gauge the performance of the youth groups they headed. Whether Very good, Good, Fair, Bad, or Very bad. Their responses are indicated in Table 4.8

Table 4.8: Performance of youth groups

Performance of youth groups	Frequency	Percentage %
Very good	2	11.8
Good	11	64.7
Fair	3	17.6
Bad	1	5.8
Very bad	0	0
Total	**17**	**100**

According to Table 4.8 majority of groups (64.7%) were rated as performing "Good". The rest were rated as fair 17.6%, Very Good 11.8%, Bad 5.8% while none was rated as Very bad.

4.5 Top Management Commitment and Performance

The first objective was to determine the influence of top management commitment on performance of the small and medium enterprises. The indicators of the top management commitment were promotion of quality by top leaders, quality policy as an integral part of the group, level of open communication between leaders and members, frequency of communication from top leaders to the members, frequency of leaders communicating quality policy, objectives and processes, allocation of adequate resources with the aim of improving quality evaluation of top leaders on quality performance, formation of hierarchy of committee to ensure quality service improvement. Respondents were asked to indicate this on a likert scale based on Very good, Good, Fair, Bad or Very bad.

4.5.1 Promotion of quality by top leaders

Respondents were asked whether the top leaders were seen to promote quality within the youth group projects. The results of the groups are shown in Table 4.9.

Table 4.9: Promotion of quality by top leaders in youth group project

Promotion of quality	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Strongly agree	12	92.3	25	44.6	4	30.8	0	0.0	41	47.1
Agree	1	7.7	26	46.4	6	46.2	5	100.0	38	43.7
Indifferent	0	0.0	2	3.6	1	7.7	0	0.0	3	3.4
Disagree	0	0.0	3	5.4	1	7.7	0	0.0	4	4.6
Strongly Disagree	0	0.0	0	0.0	1	7.7	0	0.0	1	1.1
TOTAL	13	100	56	100	13	100	5	100	87	100

According to Table 4.9 the groups performing very good majority strongly agree that quality was promoted by the top leaders with a percentage of 92.3%. Majority of the groups performing good agreed with 46.4%, majority of those that performed fairly agreed with 46.2% and majority of those that performed badly agreed 100%.

4.5.2 Quality Policy as an Integral Part of the Youth Group Projects

This is an analysis of whether quality policy was an integral part of the youth group projects. Table 4.10 shows respondents' answers related to quality policy as an integral part of the group performance.

Table 4.10: Quality policy as an integral part of the group performance

Presence of quality policy	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Strongly agree	11	78.6	30	56.6	5	35.7	1	20.0	47	54.7
Agree	0	0.0	20	37.7	8	57.1	4	80.0	32	37.2
Indifferent	3	21.4	1	1.9	1	7.1	0	0.0	05	5.8
Disagree	0	0.0	2	3.8	0	0.0	0	0.0	02	2.3
Strongly Disagree	0	0.0	0	0.0	0	0.0	0	0.0	00	0.0
TOTAL	14	100	53	100	14	100	5	100	86	100

According to Table 4.9 the groups performing very good majority strongly agree that quality policy was an integral part of the youth group with 78.6%. Majority of the groups performing good strongly agreed with 56.6%, majority of those that performed fairly agreed with 57.1% and majority of those that performed badly agreed with 80.0%.

4.5.3 Level of Open Communication between Leaders and Members.

This is an analysis of how open the communication was between the leaders and members of the group. Table 4.11 shows level of open communication between the leaders and members on group performance.

Table 4.11: Level of open communication between leaders and members.

Presence of open communication	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Strongly agree	10	71.4	32	60.4	4	26.7	0	0	46	52.9
Agree	3	21.5	18	34.0	8	53.3	2	40	31	35.6
Indifferent	1	7.1	1	1.9	0	0	2	40	4	4.6
Disagree	0	0	1	1.9	2	13.3	1	20	4	4.6
Strongly Disagree	0	0	1	1.9	1	6.7	0	0	2	2.3
TOTAL	14	100	53	100	15	100	5	100	87	100

According to Table 4.11 in the groups performing very good majority strongly agree that quality was promoted by the top leaders with a percentage of 71.4% as compared to 28% who thought otherwise. Majority of the groups performing good agreed with 60.4% as compared to 39.3 who indicated otherwise. A smaller percentage (26.7%) in the groups performing poorly strongly agreed that there was presence of open communication in their group.

4.5.4 Frequency of Communication by Top Leaders to the Members

This is an analysis of frequency of communication by the top leaders to their members. Table 4.12 shows the frequency of communication by top leaders to the members on group performance.

Table 4.12: Frequency of communication by top leaders to their members

PRESENCE OF FREQUENT COMMUNICATION	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Strongly agree	9	64.3	30	53.4	1	8.3	0	0	40	46.0
Agree	5	35.7	17	30.4	7	58.3	2	40	31	35.6
Indifferent	0	0	4	7.1	1	8.3	2	40	7	8.0
Disagree	0	0	4	7.1	2	16.6	0	0	6	6.9
Strongly Disagree	0	0	1	1.8	1	8.3	1	20	3	3.4
TOTAL	14	100	56	100	12	100	5	100	87	100

According to Table 4.12 the groups performing very good, majority strongly agree that there was frequent communication by the top leaders with a percentage of 64.3% while a small percentage disagreed with the statement. For the groups that were performing "good" a bigger percentage (53.4) strongly agreed that there was presence of communication by top leaders followed by 30.4% agreeing on the same. Fewer respondents strongly agreed that quality was promoted by top leaders 8.3% and none at all from the groups performing Badly.

4.5.5 Frequency of Leaders Communicating Quality Policy, Objectives and Processes.

The respondents were asked whether the leaders frequently communicated the quality policy, objectives and processes. The results based on their performance are represented in Table 4.13

Table 4.13: Frequency of leaders communicating quality policy, objectives and processes

Presence of frequent communication of quality policy, objectives & processes by leaders	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Strongly agree	9	75	26	45.6	5	38.5	0	0	40	46.0
Agree	3	25	26	45.6	4	30.8	2	40	35	40.2
Indifferent	0	0	2	3.5	2	15.4	3	60	7	8.0
Disagree	0	0	3	5.3	2	15.4	0	0	5	9.2
Strongly Disagree	0	0	0	0	0	0	0	0	0	0
TOTAL	12	100	57	100	13	100	5	100	87	100

According to Table 4.13, 46% respondents strongly that quality was promoted by the top leaders with a percentage as compared to 40.2% who agreed, 8% indifferent while 9.2 % disagreed.

4.5.6 Allocation of Adequate Resources with the Aim of Promoting Quality

This is an analysis of how adequate resources were allocated with the aim of promoting quality in the youth group projects. Table 4.14 presents the results based on their performance.

Table 4.14: Allocation of adequate resources with the aim of promoting quality

Presence of Adequate Resources Allocated With the Aim of Promoting Quality	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Strongly agree	10	71.4	17	30.9	6	42.9	0	0	33	37.9
Agree	3	21.4	22	40.0	4	28.6	2	50	31	35.6
Indifferent	1	7.1	8	14.5	1	7.1	2	50	12	13.8
Disagree	0	0	3	5.5	3	21.4	0	0	6	6.9
Strongly Disagree	0	0	5	9.1	0	0	0	0	5	5.7
TOTAL	14	100	55	100	14	100	4	100	87	100

According to Table 4.14, a total of 37.9% strongly agreed that presence of adequate resource was promoted by the top leaders, 35.6% agreed, 13.6% were indifferent while 5.7 % disagreed

4.5.7 Evaluation of Top Leaders Based on Quality Performance

The respondents were asked whether their leaders are evaluated based on quality performance. The results are shown in table 4.15 based on their performance.

Table 4.15: Evaluation of top leaders based on quality performance

Evaluation of top leaders based on quality management	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Strongly agree	8	57.1	26	47.3	5	35.7	0	0	39	44.8
Agree	4	28.6	25	45.5	4	28.6	4	100	37	42.5
Indifferent	2	14.3	1	1.8	3	21.4	0	0	6	6.9
Disagree	0	0	2	3.6	1	7.1	0	0	3	3.4
Strongly Disagree	0	0	1	1.8	1	7.1	0	0	2	2.3
TOTAL	14	100	55	100	14	100	4	100	87	100

According to Table 4.15 respondents who strongly agreed that there evaluation of top leaders was based on quality management were 44.8%, 42.5% agreed, 6.9% were indifferent, 3.4% disagreed while 2.3% strongly disagreed.

4.5.8 Formation of hierarchy of committee to ensure quality service improvement

This is an analysis of the formation of hierarchy of committee to ensure quality service improvement based on the performance of the youth group projects. It is presented in table 4.16

Table 4.16: Formation of hierarchy of committee to ensure quality service improvement

Presence of hierarchy of committee to ensure quality service improvement	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Strongly agree	6	46.2	29	53.7	4	28.6	0	0	39	45.3
Agree	5	45.7	17	31.5	4	28.6	2	40	28	32.6
Indifferent	1	7.7	2	3.7	2	14.3	1	20	6	7.0
Disagree	1	7.7	6	11.1	3	21.4	0	0	10	11.6
Strongly Disagree	0	0	0	0	1	7.1	2	40	3	3.5
TOTAL	13	100	54	100	14	100	5	100	86	100

According to Table 4.16 those who strongly agreed that there was formation of hierarchy of committee to ensure that there was quality in the youth group projects were 45.3%, 32.6 % agreed, 7% were indifferent, 11.6 disagreed while 3.5 strongly disagreed.

4.6 Product Design and Performance

The second objective was to ascertain the influence of quality of product design on performance of small and medium enterprises. The indicators of quality of product design were control and verification of each product as a development requirement products and services meet the specified requirement, records of all products/services both produced and purchased by customers, control measures taken in case of data variation purchases records, proper records kept by youth groups and suppliers, initiatives taken to seek and learn the customer's needs and expectations, if customers needs are always identified, customers focused, strategies and approaches reviewed so that there is continued improvement of product design, development of a clear and effective strategy, supported by a clear vision, mission and values to provide quality goods and services. Respondents were asked to indicate this on a likert scale based on very good, good, fair, bad or very bad performance of the youth group projects.

4.6.1 Control and Verification of each Product Design as a Development Requirement

The respondents were asked whether there were controls and verification of each product design as development requirements. Table 4.17 shows the results of application based on the performance of the youth group projects.

Table 4.17: Application of control and verification of each product design as a development requirement

Application control & verification of each product design as a development requirement	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Always	11	78.6	20	42.6	9	56.3	0	0	40	48.8
Most of the Time	2	14.3	15	31.9	1	6.3	3	60	21	25.6
Some times	1	7.1	8	17.0	5	31.3	2	40	16	19.5
Rarely	0	0	0	0	1	6.3	0	0	1	1.2
Non	0	0	4	8.5	0	0	0	0	4	4.9
TOTAL	14	100	47	100	16	100	5	100	82	100

According to Table 4.17, a total of 48.8 % said that there was always an application of control and verification of each design, 25.6% said it was there most of the time, 19% said sometimes while 1.2% said it was rarely was it there and 4.9% said it was not there.

4.6.2 Ability of Products and Services to Meet the Specified Requirements

The respondents were asked whether the products and services were able to meet the specified requirements. The results based on the performance of the youth group projects are presented in Table 4.18

Table 4.18: Ability of products and services to meet the specified requirements

Ability of products and services to meet the specified requirements	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Always	11	78.6	24	46.2	7	53.8	0	0	42	50.0
Most of the Time	1	7.1	12	23.1	5	38.5	1	20	19	22.6
Some times	0	0	12	23.1	1	7.7	4	80	17	20.2
Rarely	1	7.1	3	5.7	0	0	0	0	4	4.8
Non	1	7.1	1	1.9	0	0	0	0	2	2.4
TOTAL	14	100	52	100	13	100	5	100	84	100

According to Table 4.18, 50% respondents said that their products and services met the specified requirements, 22.6% said it most of the time, 20.2% said sometimes, 4.8% rarely while 2.4% said they didn't meet.

4.6.3 Records of all products and services both produced and purchased by customers

The respondents were asked whether they kept records of all products and services of both produced and purchased by customers. The results based on performance is presented in Table 4.19

Table 4.19: Records of all products and services both produced and purchased by customers

Presence of records of all products and services both produced and purchased by customers	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Always	12	85.7	21	39.6	9	69.2	2	40	44	51.2
Most of the Time	1	7.1	9	17.0	1	7.7	0	0	11	12.9
Some times	0	0	13	24.5	1	7.7	3	60	17	20
Rarely	0	0	4	7.5	0	0	0	0	4	4.7
Non	1	7.1	6	11.3	2	15.3	0	0	9	10.6
TOTAL	14	100	53	100	13	100	5	100	85	100

According to Table 4.19, a total of 51.2% said the records were always there, 12.9% said they were there most of the time 20% said they were there sometimes, 4.7% said they were rarely there while 10.6% said they were not there.

4.6.4 Control Measures Taken in Case of Data Variation on Purchase Records

This is an analysis of whether there were control measures taken in case there was any data variation in the purchase records. The results have been presented in Table 4.20based on the performance of the youth group projects.

Table 4.20: Control measures taken in case of data variation on purchase records

Control measures are taken in case of data variation on purchase records	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Always	9	69.2	12	24.5	8	66.7	0	0	29	36.7
Most of the Time	1	7.7	16	32.7	3	25	1	20	21	26.6
Some times	1	7.7	13	26.5	1	8.3	3	60	18	22.8
Rarely	1	7.7	4	8.2	0	0	1	20	6	7.6
Non	1	7.7	4	8.2	0	0	0	0	5	6.3
TOTAL	13	100	49	100	12	100	5	100	79	100

According to Table 4.20, a total of 36.7% said the records were always there, 26.6% said they control measures were taken most of the time 22.8% said they were there sometimes, 7.6% said they were rarely there while 6.3% said they were not there.

4.6.5 Proper Record Keeping by Youth Groups for Traceability and Identification of Material/Data/Drawing from Customers and Suppliers.

The respondents were asked whether there are proper records kept by youth groups for traceability and identification of materials/data/drawing from customers and suppliers. The results based on the performance are presented in Table 4.21

Table 4.21: Proper records kept by youth group for traceability and identification of materials/data/drawings from customers and suppliers

Presence of proper records for traceability and identification of materials/data/drawing from customers and suppliers	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Always	12	85.8	20	39.2	4	30.8	0	0	36	43.4
Most of the Time	1	7.1	14	27.5	5	38.5	2	40	22	26.5
Some times	0	0	6	11.8	3	23.1	3	60	12	14.5
Rarely	0	0	5	9.8	1	7.7	0	0	6	7.2
Non	1	7.1	6	11.8	0	0	0	0	7	8.4
TOTAL	14	100	51	100	13	100	5	100	83	100

According to Table 4.21, a total of 43.4% said proper records were always there, 26.5% said they were there most of the time 14.5% said they were there sometimes, 7.2% said they were rarely there while 8.4% said they were not there.

4.6.6 Initiatives Taken to Seek and Learn the Customers needs and Expectations

The respondents were asked whether there were any initiatives that were taken to seek and learn the customer's needs and expectations. The results based on group performance are presented on Table 4.22.

Table 4.22: Initiatives taken to seek and learn the customer's needs and expectations

Initiatives taken to seek and learn the customer's needs and expectations	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Always	11	78.6	20	40	4	30.8	0	0	35	42.7
Most of the Time	1	7.1	12	24	5	38.5	2	40	20	24.4
Some times	0	0	12	24	3	23.1	3	60	18	22.0
Rarely	0	0	3	6	1	7.7	0	0	4	4.9
Non	2	14.3	3	6	0	0	0	0	5	6.1
TOTAL	14	100	50	100	13	100	5	100	82	100

According to Table 4.22, 42.7%, a total of 24.4% said that initiatives were taken were always there, 22.0% said they were there most of the time 4.9% said they were there sometimes, 4.9% said they were rarely there while 6.1% said they were not there.

4.6.7 Ability of Always Identifying Customer's Needs

The respondents were asked whether the customer's needs were always identified. The results based on performance are presented in Table 4.23

Table 4.23: Ability of always identifying customers needs

Ability of always identifying customers needs	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Always	11	84.6	20	42.6	7	63.7	0	0	28	36.8
Most of the Time	1	7.7	10	21.3	2	18.1	3	60	16	21.2
Some times	0	0	11	23.4	2	18.1	2	40	15	19.8
Rarely	0	0	2	4.3	0	0	0	0	2	2.6
Non	1	7.7	4	8.5	0	0	0	0	5	6.6
TOTAL	13	100	47	100	11	100	5	100	76	100

According to Table 4.23, 36.8%, a total of 21.2% said that there were initiatives of identifying customers needs were always there, 19.8% said they were there most of the time 19.8% said they were there sometimes, 2.6% said they were rarely there while 6.6%% said they were not there.

4.6.8 Customer Focused Strategies and Approaches are Reviewed so that there is Continual Improvement of Product Design

Respondents were asked whether there are customer focused strategies and approaches so that there is continual improvement of product design. The results based on performance are shown in Table 4.24

Table 4.24: Customer focused strategies and approaches review

Presence of customer focused strategies and approaches	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Always	12	85.8	22	44	6	46.1	3	60	43	52.4
Most of the Time	1	7.1	17	34	5	38.5	1	20	24	29.2
Some times	1	7.1	8	16	0	0	1	20	10	12.2
Rarely	0	0	1	2	0	0	0	0	1	1.2
Non	0	0	2	4	2	15.4	0	0	4	4.9
TOTAL	14	100	50	100	13	100	5	100	82	100

According to Table 4.24, a total of 52.4% said there were customer focused strategies were always there, 29.2% said they were there most of the time 12.2% said they were there sometimes, 1.2% said they were rarely there while 4.9% said they were not there.

4.6.9 Clear effective strategies, supported by Clear Vision, Mission and Values to provide Quality Goods and Services

The respondents were asked whether the top leaders developed clear and effective strategies, supported by clear vision, mission and values to provide quality goods and services. The results based on performance are shown in Table 4.25

Table 4.25: Clear and effective strategies supported by clear vision, mission and values to provide quality goods and services

Presence of clear and effective strategies	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Always	11	78.6	33	66	6	46	2	40	52	63.4
Most of the Time	2	14.3	11	22	5	38.5	2	40	20	24.4
Some times	0	0	5	10	1	7.7	1	20	7	8.5
Rarely	0	0	0	0	0	0	0	0	0	0
Non	1	7.2	1	2	1	7.7	0	0	3	3.7
TOTAL	14	100	50	100	13	100	5	100	82	100

According to Table 4.25, a total of 63.4% said that clear effective strategies always there, 24.4% said they were there most of the time 8.5% said they were there sometimes, none said they were rarely there while 3.7% said they were not there.

4.7 Process Management and Performance

The third objective was to examine the influence of process management on performance of small and medium enterprises. The indicators of process management were:- whether non conforming products are always investigated, all processes are designed to meet quality standards, the organization frequently measures the product and process quality, production equipment's are current and well maintained, there is training to be able to use the new machinery and equipment introduced in the organization, everyone in the organization known and accepts their responsibility towards achieving quality members work together as a team in order to co-ordinate work and improve on quality of products and services, the decision on quality are always based on the objectives of the organization has made members responsible for quality and are encouraged to make suggestions and finally benchmarking is part of the organization policy.

4.7.1 Non-conforming Material is not Kept or Used

The respondents were asked whether they kept or used the non-conforming materials. The results based on performance are presented I Table 4.26

Table 4.26: Use or Keeping of non-conforming materials

Usage and keeping of non-conforming materials	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Always	7	63.6	13	26	6	46.1	2	40	28	35.4
Most of the Time	1	9.09	10	20	4	30.8	2	40	17	21.5
Some times	1	9.09	17	34	2	15.3	1	20	21	26.6
Rarely	1	9.09	4	8	0	0	0	0	5	7.9
Non	1	9.09	6	12	1	7.7	0	0	8	10.1
TOTAL	11	100	50	100	13	100	5	100	79	100

According to Table 4.26, a total of 35.4% said that that use of non-conforming materials were always there, 21.5% said they were there most of the time 26.6% said they were there sometimes, 7.9% said they were rarely there while 10.1% said they were not used.

4.7.2 The Cause of Non-conforming Products are always Investigate

The respondents were asked whether the cause of non-conforming products is always investigated. The results based on performance are shown in table 4.27

Table 4.27: Cause of non conforming products are always investigated

Presence of investigation of cause of non-conforming products	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad			
	F	%	F	%	F	%	F	%	F	%
Always	8	66.7	13	25.5	8	61.6	0	0	29	35.37
Most of the Time	2	16.7	10	19.6	1	7.7	4	66.7	17	20.73
Some times	1	8.3	16	31.4	3	23.0	1	16,7	21	25.6
Rarely	0	0	6	17.8	1	7.7	0	0	7	8.54
Non	1	8.3	6	17.8	0	0	0	0	7	8.54
TOTAL	12	100	51	100	13	100	6	100	82	100

According to Table 4.27, a total of 35.37% said the investigation was done always there, 20.73% said they were there most of the time 25.6% said they were there sometimes, 8.54% said they were rarely there while 8.54% said they were not done.

4.7.3 All processes are designed to meet quality standards

The respondents were asked whether all the processes were designed to meet quality standards. The results based on performance are represented in Table 4.28

Table 4.28: All processes are designed to meet quality standards

Ability of processes designed to meet quality standards	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Always	13	92.9	23	46.9	7	58.4	0	0	43	75.53
Most of the Time	1	7.14	17	34.7	4	33.3	3	60	25	31.25
Some times	0	0	4	8.2	1	8.4	2	40	7	8.75
Rarely	0	0	0	0	0	0	0	0	0	0
Non	0	0	5	10.2	0	0	0	0	5	6.25
TOTAL	14	100	49	100	12	100	5	100	80	100

According to Table 4.28, a total of 75.53% said policies were designed to meet quality always , 31.25% said they were most of the time 8.75% said they were there sometimes, none said they were rarely there while 6.25% said they were not.

4.7.4 Organization Frequently Measures the product and Process Quality

The respondents were asked whether they frequently measured the product and process quality. The results based on performance are represented in table 4.2

Table 4.29: Organization frequently measures the product and process quality

Frequent measuring of product and process quality	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Always	12	85.7	23	58.9	5	35.7	0	0	40	55.6
Most of the Time	2	14.3	15	38.5	7	50	2	40	26	36.1
Some times	0	0	10	25.7	1	7.5	3	60	14	19.4
Rarely	0	0	1	2.6	1	7.5	0	0	2	2.8
Non	0	0	0	0	0	0	0	0	0	0
TOTAL	14	100	39	100	14	100	5	100	72	100

According to Table 4.29, a total of 55.6% said there was frequent measuring of product and process quality always, 36.1% said they were there most of the time 19.4% said they were there sometimes, 2.8% said they were rarely there while none % said they were not there.

4.7.5 Production Equipment's are Current and Well Maintained

The respondents were asked whether they use current production equipment's and whether they are well maintained. The results based on the performance are shown in Table 4.30

Table 4.30: Production equipments are current and well maintained

Production equipments are current and well maintained	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Always	9	75	28	56	5	45.5	0	0	42	17.9
Most of the Time	3	25	12	24	2	18.2	3	60	20	25.6
Some times	0	0	5	10	3	27.3	2	40	10	12.8
Rarely	0	0	4	8	0	0	0	0	4	5.2
Non	0	0	1	2	1	9.1	0	0	2	2.6
TOTAL	12	100	50	100	11	100	5	100	78	100

According to Table 4.30, a total of 17.9% said production equipment were current always , 25.6% said they were there most of the time 12.8% said they were there sometimes, 5.2% said they were rarely there while 2.6% said they were not.

4.7.6 Training to be Able to use the New Machinery and Equipments Introduced in the Organization

The respondents were asked whether they undergo training to be able to use the new machinery and equipments that are introduced in the organization. The results based on the performance are presented in Table 4.31

Table 4.31: Training to be able to use the new machinery and equipments introduced in the organization

Availability of training to be able to use the new machinery and equipments	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Always	5	35.7	24	45.3	6	46.2	0	0	35	40.7
Most of the Time	1	7.2	11	20.8	5	38.5	2	33.3	23	26.7
Some times	4	28.6	8	15.1	2	15.4	2	33.3	16	18.6
Rarely	0	0	3	5.7	0	0	2	33.3	5	5.8
Non	4	28.6	7	13.2	0	0	0	0	4	4.7
TOTAL	14	100	53	100	13	100	6	100	86	100

According to Table 4.31, a total of 40.7% said there was training in the use of new machinery always, 26.7% said they were there most of the time 18.6% said there were there sometimes, 75.8% said they were rarely there while 4.7% said they were not there.

4.7.7 Everyone in the organization knows and accepts their responsibility towards achieving quality.

The respondents were asked whether they know and accept their responsibility in their youth groups towards the achievement of quality. The results based on performance are shown in Table 4.32

Table 4.32: Everyone in the organization knows and accepts their responsibility towards achieving quality

Knowing and accepting responsibility by everyone	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Always	13		32		7		0	0	52	64.2
Most of the Time	1		10		4		1	20	16	19.8
Some times	0		7		1		4	80	12	14.8
Rarely	0		0		0		0	0	0	0
Non	0		0		1		0	0	1	1.2
TOTAL	14	100	49	100	13	100	5	100	81	100

According to Table 4.32, a total of 64.2% said that was acceptance of responsibility by everyone always there, 19.8% said they were there most of the time 14.8% said they were there sometimes, none said they were rarely there while 1.2% said they were not.

4.7.8 Members work together as a team in order to co-ordinate work and improve on quality of products and services

The respondents were asked whether they work together as a team in order to co-ordinate and improve on quality of products and services. The results based on performance are presented in Table 4.33

Table 4.33: Members working together as a team in order to co-ordinate work and improve on quality of products and services

Ability of members to work together as a team	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Always	10	71.4	38	70.4	9	69.2	1	20	58	67.4
Most of the Time	2	14.3	10	18.5	3	23.1	0	0	15	17.4
Some times	2	14.3	5	9.3	0	0	4	80	11	12.8
Rarely	0	0	1	1.9	0	0	0	0	1	1.16
None	0	0	0	0	1	7.7	0	0	1	1.16
TOTAL	14	100	54	100	13	100	5	100	86	100

According to Table 4.33, a total of 67.4% said that members were able to work as teams always there, 17.4% said they were there most of the time 12.8% said they were there sometimes, 1.16% said they were rarely there while 1.16% said they were not..

4.7.9 Decisions on Quality are always based on the Objectives of the Organization

The respondents were asked whether the decisions on quality are always based on the objectives of their organization. The results based on their performance are presented in Table 4.34

Table 4.34: Decision on quality are always based on the objectives of the organisation

Quality decisions based on organisation objectives	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Always	10	66.7	31	66.0	4	3.3	1	20	46	58.2
Most of the Time	3	20	12	25.5	5	41.7	3	60	23	29.1
Some times	1	6.7	3	6.4	1	8.3	1	20	6	7.6
Rarely	1	6.7	1	2.1	2	16.7	0	0	4	5.1
Non	0	0	0	0	0	0	0	0	0	0
TOTAL	15	100	47	100	12	100	5	100	79	100

According to Table 4.34, a total of 58.2% said that decisions were based on organizational objectives always, 29.1% said they were there most of the time 7.6% said they were there sometimes, 5.1% said they were rarely there while none said they were not.

4.7.10 Organization has Made Members Responsible for Quality and Encouraged to Make Suggestions

The respondents were asked whether the organisation has made members responsible for quality and are encouraged to make suggestions. The results based on performance is presented on Table 4.35

Table 4.35: Organization has made members responsible for quality and are encouraged to make suggestions

Ability of organization to make members responsible for quality and encourage them to make suggestions	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Always	11	78.6	35	72.9	8	6.2	2	40	56	70
Most of the Time	2	14.3	11	22.9	1	7.7	1	20	15	18.8
Some times	1	7.1	1	2.1	4	30.8	2	40	8	10
Rarely	0	0	0	0	0	0	0	0	0	0
Non	0	0	1	2.1	0	0	0	0	1	1.3
TOTAL	14	100	48	100	13	100	5	100	80	100

According to Table 4.35, a total of 70% % said that organizations were able to make members responsible for quality always, 18.8% said they were there most of the time none 10% said they were there sometimes, none said they were rarely there while 1.3% said they were not.

4.7.11 Benchmarking as Part of Organization Policy

The respondents were asked whether benchmarking is part of the organization policy. The results based on the performance are presented in Table 4.36

Table 4.36: Benchmarking as part of organisation policy

Benchmarking as part of organisation policy	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Always	5	41.7	13	27.7	8	61.5	1	20	27	35.1
Most of the Time	2	16.7	10	21.3	3	23.1	1	20	16	20.8
Some times	1	8.3	11	23.4	1	7.7	0	0	13	16.9
Rarely	1	8.3	5	10.6	1	7.7	3	60	10	13.0
Non	3	25	8	17.0	0	0	0	0	11	14.3
TOTAL	12	100	47	100	13	100	5	100	77	100

According to Table 4.36 the groups performing very good and most of the time majority strongly agree that quality was promoted by the top leaders with a percentage of 55.1%. as compared to the ones who thought otherwise.

4.8 Training and Performance

The fourth objective was to determine the influence of training of employees on performance of small and medium enterprises. The indicators were whether the youth groups concentrated on ongoing development by establishing extensive training on TQM practices; training needs are assessed periodically, training budgets are allocated in the organisation, training resources are sufficient and always available, there are training facilitators that assess the training needs and adequate training is done to ensure that their skills and attitude are enhanced towards continual improvement.

4.8.1 Youth Group Concentrates on Ongoing Development by Establishing Extensive Training on TQM Practices

The respondents were asked whether their youth groups concentrated on ongoing development by establishing training on TQM practices. The results based on performance is presented in Table 4.37

Table 4.37: Youth group concentrates on ongoing development by establishing expensive training on TQM practices

Presence of ongoing development by establishing extensive training on TQM practices	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Strongly agree	7	50	17	32.1	2	13.3	0	0	26	29.9
Agree	4	28.6	18	34.0	10	66.7	2	40	34	39.1
Indifferent	0	0	11	20.8	2	13.3	3	60	16	18.4
Disagree	3	21.4	6	11.3	0	0	0	0	9	10.3
Strongly Disagree	0	0	1	1.9	1	6.7	0	0	2	2.3
TOTAL	14	100	53	100	15	100	5	100	87	100

According to Table 4.37, majority who agreed took 69%. As compared to the ones that were indifferent, Disagreed and strongly disagreed combined(31%)

4.8.2 Training needs are Assessed Periodically

The respondents were asked whether their training needs were assessed periodically. The results bases on performance are presented on Table 4.38

Table 4.38: Training needs are assessed periodically

If training needs are assessed periodically	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Strongly agree	8	61.5	15	28.8	2	15.4	0	0	25	30.1
Agree	4	30.8	22	42.3	5	38.5	1	20	32	38.6
Indifferent	0	0	3	5.8	4	30.8	4	80	11	13.3
Disagree	0	0	5	9.6	0	0	0	0	5	6.0
Strongly Disagree	1	7.7	7	13.5	2	15.4	0	0	10	12.0
TOTAL	13	100	52	100	13	100	5	100	83	100

According to Table 4.9 the groups performing very good majority strongly agree that quality was promoted by the top leaders with a percentage of 61.5%. majority of the groups performing good agreed with 42.3%, majority of those that performed fairly agreed with 38.5%.

4.8.3 Training Budgets are Allocated in the Organization

The respondents were asked whether there are training budgets are allocated in the organisation. The results based on performance are presented in Table 4.39

Table 4.39: Training budgets are allocated in the organisation

Presence of a training budget allocated in the organisation	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Strongly agree	6	50	8	15.4	4	26.7	1	20	19	22.6
Agree	2	16.7	12	23.1	4	26.7	1	20	19	22.6
Indifferent	0	0	13	25	3	20	2	40	18	21.4
Disagree	1	8.3	12	23.1	2	13.3	1	20	16	19.0
Strongly Disagree	3	25	7	13.5	2	13.3	0	0	12	14.3
TOTAL	12	100	52	100	15	100	5	100	84	100

According to Table 4.39 the groups performing very good half of the respondents strongly agreed that quality was promoted by the top leaders with a percentage of 50%.

4.8.4 Training resources are Sufficient and always Available

The respondents were asked whether the training resources are sufficient and always available. The results based on performance are presented in Table 4.40

Table 4.40: Training resources are sufficient and always available

Availability of sufficient training resources	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Strongly agree	6	46.2	5	9.4	3	23.1	1	20	15	17.6
Agree	3	23.1	12	22.6	5	35.7	0	0	20	23.5
Indifferent	1	7.7	9	17.0	3	23.1	1	20	14	16.5
Disagree	2	15.4	16	30.2	2	15.4	2	40	22	25.9
Strongly Disagree	1	7.7	11	20.8	1	7.7	1	20	14	16.5
TOTAL	13	100	53	100	14	100	5	100	85	100

According to Table 4.40 the groups performing very good and good strongly agreed that quality was promoted by the top leaders. with a percentage of 69.3%. as compared to the minority (30.7%) who said otherwise.

4.8.5 There are training facilitators that assess training needs.

This is an analysis of what the respondent said on whether there were training facilitators that assessed their training needs. This is presented on Table 4.41

Table 4.41: Training facilitators that assess training needs

Availability of training facilitator that assess the training needs	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Strongly agree	2	14.3	8	15.7	4	28.6	0	0	14	16.7
Agree	6	42.9	14	27.5	7	50.0	1	20	28	33.3
Indifferent	2	14.3	12	25.5	1	7.1	1	20	16	19.0
Disagree	3	21.4	11	21.6	2	14.3	2	40	18	21.4
Strongly Disagree	1	7.1	6	11.8	0	0	1	20	8	9.5
TOTAL	14	100	51	100	14	100	5	100	84	100

According to Table 4.41 the groups performing very good and good strongly agreed that quality was promoted by the top leaders with a percentage of 57.2%. as compared to the others 42.8%.

4.8.6 Adequate Training is done to Ensure that Skills and Attitudes are Enhanced Towards Continual Improvement.

The respondents were asked whether they get adequate training to ensure that their skills and attitudes are enhanced towards continual improvement. Their results based on performance are presented in Table 4.42

Table 4.42: Adequate training done to ensure skills and attitude are enhanced towards continual improvement

Availability of adequate training to ensure skills and attitude are enhanced towards continual improvement	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Strongly agree	5	35.7	19	36.5	4	30.8	0	0	28	33.3
Agree	2	14.3	20	38.5	6	46.2	0	0	28	33.3
Indifferent	0	0	6	11.5	2	15.4	2	40	10	11.9
Disagree	3	21.4	4	7.7	1	7.7	1	20	9	10.7
Strongly Disagree	4	28.6	3	5.8	0	0	2	40	9	10.7
TOTAL	14	100	52	100	13	100	5	100	84	100

According to Table 4.42 the groups performing very good and good strongly agreed that quality was promoted by the top leaders with a percentage of 50%. An equal promotion from the less performing groups disagreed (50%)

4.9 Quality Information and Performance

The last objective was to establish the influence of quality information on performance of small and medium enterprises. The indicators of quality information were whether customers are always consulted about the quality level of products and services they receive and the information used in the product design , information technology was used to improve the quality of decision making research and development is part of the organisation policy, senior management insists on accurate and reliable information and communication within the organisation, communication is open and continuous in all level of management and among staff up down and across, implementation of TQM generally mandates a review of all past performance and updating of all the organisation measures, and finally whether benchmarking was a tool to inform organisation on the key areas they need to improve on.

4.9.1 Customers always consulted about the quality level of products and services they received and the information used in the product design.

The respondents were asked whether their customers were always consulted about the quality of products and services they received and the information is used in the product design. The results based on performance is presented in Table 4.43

Table 4.43: Customers always consulted about the quality level of products and services

If customers are always consulted on the quality level of products and services	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad			
	F	%	F	%	F	%	F	%	F	%
Strongly agree	7	53.8	14	27.5	3	23.1	0	0	24	29.3
Agree	6	46.2	23	45.1	6	46.2	2	40	37	45.1
Indifferent	0	0	8	15.7	2	15.4	3	60	13	15.9
Disagree	0	0	4	7.8	2	15.4	0	0	6	7.3
Strongly Disagree	0	0	2	3.9	0	0	0	0	2	2.4
TOTAL	13	100	51	100	13	100	5	100	82	100

According to Table 4.43 the groups performing very good majority strongly agree that quality was promoted by the top leaders with a percentage of 53.8%. Respondents from the group projects performing good agreed with 27.5%.

4.9.2 Information Technology as used to Improve the Quality of Decision Making

The respondents were asked whether information technology is used to improve the quality of decision making. The results based on their performance is presented in Table 4.44

Table 4.44: Information technology as used to improve the quality of decision making

Information technology as a tool to improve quality and decision making	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Strongly agree	7	50.0	10	19.2	7	50	0	0	24	28.2
Agree	4	28.6	27	51.9	3	21.4	1	20	35	41.2
Indifferent	1	7.1	4	7.7	2	14.3	4	80	11	12.9
Disagree	0	0	8	15.4	0	0	0	0	8	9.4
Strongly Disagree	2	14.3	3	5.8	2	14.3	0	0	7	8.2
TOTAL	14	100	52	100	14	100	5	100	85	100

According to Table 4.44 the groups performing very good respondents strongly agreed that quality was promoted by the top leaders with a percentage of 50%. Only 19.2 strongly agreed from the groups performing good. None agreed from the groups performing bad.

4.9.3 Research and Development as a Part of the Organization Policy

The respondents were asked whether research and development is part of the organisation policy. The results based on the performance is presented in table 4.45

Table 4.45: Research and development as part of the organisation policy

Research and development as part of organizational policy	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Strongly agree	11	78.6	16	30.8	10	71.4	0	0	37	43.5
Agree	2	14.3	29	55.8	2	14.3	2	40	35	41.2
Indifferent	0	0	4	7.7	0	0	3	60	7	8.2
Disagree	1	7.1	1	1.9	2	14.3	0	0	4	4.7
Strongly Disagree	0	0	2	3.8	0	0	0	0	2	2.3
TOTAL	14	100	52	100	14	100	5	100	85	100

According to Table 4.45 the groups performing very good majority strongly agree that quality was promoted by the top leaders with a percentage of 78.6%. as compared to 30.8% from good, 71.4% from fair and none from the groups performing badly.

4.9.4 Senior Management Insisting on Accurate and Reliable Information and communication within the organization.

The respondents were asked whether the senior management insists on accurate and reliable information and communication within the organisation. The results based on the performance are presented on Table 4.46.

Table 4.46: Senior management insisting on accurate and reliable information and communication within the organisation

Ability of senior management to insist on accurate and reliable information and communication	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Strongly agree	9	60	22	44	8	61.5	1	20	40	48.2
Agree	4	26.7	23	46	4	30.8	4	80	35	42.2
Indifferent	1	6.7	5	10	0	0	0	0	6	7.2
Disagree	1	6.7	0	0	0	0	0	0	1	1.2
Strongly Disagree	0	0	0	0	1	7.7	0	0	1	1.2
TOTAL	15	100	50	100	13	100	5	100	83	100

According to Table 4.46 the groups performing very good majority strongly agreed that quality was promoted by the top leaders with a percentage of 60% as compared to 44% from good, 61.5 from fair and 20% from bad.

4.9.5 Communication Being Open and Continues in all Levels of Management and Among Staff Up-down and Across

The respondents were asked whether communication was open and whether it continues in all levels of management and among staff up-down and across. The results based on performance is presented in Table 4.47

Table 4.47: Communication being open and continues in all levels of management and among staff up-down and across

Presence of open and continuous communication	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Strongly agree	9	69.2	25	50	5	35.7	1	20	40	48.8
Agree	3	23.1	21	42	7	50	2	40	33	40.2
Indifferent	1	7.7	3	6	1	7.1	2	40	7	8.5
Disagree	0	0	1	2	1	7.1	0	0	2	2.4
Strongly Disagree	0	0	0	0	0	0	0	0	0	0
TOTAL	13	100	50	100	14	100	5	100	82	100

According to Table 4.47 from the groups performing very good those who strongly agreed that quality was promoted by the top leaders had a percentage of 69.2% , 50% from good, 35.7 % from fair and 20% from bad respectively.

4.9.6 Implementation of TQM and Review of the Past Performance and Updating of all the Organization measures

TQM implementation generally mandates a review of the past performance and updating of all organizational measures the respondents were asked if this was the case in their youth group projects. The results based on performance is presented in Table 4.48

Table 4.48: Review of the past performance and updating of all organizational measures

Ability of reviewing past performance and updating of all organizational measures	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad			
	F	%	F	%	F	%	F	%	F	%
Strongly agree	8	57.1	17	34.0	4	30.8	2	33.3	31	37.3
Agree	4	28.6	26	52.0	5	38.5	1	16.7	36	43.4
Indifferent	0	0	4	8.0	4	30.8	2	33.3	10	12.0
Disagree	1	7.1	2	4.0	0	0.0	1	16.7	4	4.8
Strongly Disagree	1	7.1	1	2.0	0	0.0	0	0.0	2	2.4
TOTAL	14	100	50	100	13	100	06	100	83	100

According to Table 4.9 the groups performing very good majority strongly agree that quality was promoted by the top leaders with a percentage of 92.3%. majority of the groups performing good agreed with 46.4%, majority of those that performed fairly agreed with 46.2% and majority of those that performed badly agreed 100%.

4.9.7 Benchmarking as a Tool Used to Inform Organization on the Key Areas They Need To Improve On

The respondents were asked whether benchmarking was a tool that was used to inform the organisation on key areas they need to improve on. The results are presented in Table 4.49

Table 4.49: Benchmarking as a tool used to inform organisation on key areas the organisation needs to improve on.

Ability to use benchmarking as a tool to inform organisation on key areas to improve on	PERFORMANCE OF YOUTH GROUPS								TOTALS	
	Very good		Good		Fair		Bad		F	%
	F	%	F	%	F	%	F	%		
Strongly agree	7	50	15	30	6	42.9	2	50	30	36.6
Agree	3	21.4	22	44	5	35.7	1	25	31	37.8
Indifferent	1	7.1	6	12	1	7.1	0	0	8	9.8
Disagree	1	7.1	5	10	2	14.3	1	25	9	11.0
Strongly Disagree	2	14.3	2	4	0	0	0	0	4	4.9
TOTAL	14	100	50	100	14	100	4	100	82	100

According to Table 4.49 those from the groups performing very good and agreed that quality was promoted by the top leaders had a percentage of 50%. , 30% from good, 42.9 from fair and 50% from badly performing products.

HYPOTHESES TESTING

Hypothesis one H_o1: There is no significant relationship between top management commitment and performance of SMEs.

The Statistical Package for Social Science (SPSS) software was used to determine the possible relationships between top management commitment and performance of SMEs. The findings are in Table 4.50

Table 4.50: Mean and standard deviations of SMEs based on top management commitment

	Mean	Std. Deviation	N
Top management commitment	162.2000	154.41401	4
Performance of SMEs	151.7500	156.95727	4

the mean of top management commitment was 162.2 and the mean for performance of SMEs was 151.75.A Spearman's rank order correlation was run to determine the relationship between top management commitment and performance of youth group projects. The results are indicated in Table 4.51

Table 4.51: Spearman's Correlation analysis of top management commitment

Correlations

			Top management commitment	**Performance of SMEs**
Spearman's rho	Top management commitment	Correlation Coefficient	1.000	.400
		Sig. (2-tailed)	.	.600
		N	5	4
	Performance of SMEs	Correlation Coefficient	.400	1.000
		Sig. (2-tailed)	.600	.
		N	4	4

From the analysis in Table 4.51 there was a moderate positive correlation between top management commitment and performance of SMEs, which was statistically significant r_s=0.400, p=0.60. Therefore the null hypothesis was rejected and the alternative hypothesis accepted. There is indeed a significant relationship between top management commitment and performance of SMEs.

Hypothesis Two

$H_0$2: There is no significant relationship between quality of product design and performance of SMEs

The Statistical Package for Social Science (SPSS) software was used determine the possible relationships between quality of product design and performance of SMEs. The findings are in Table 4.52

Table 4.52: Mean and standard deviations of SMEs based on quality of product design

Descriptive Statistics

	Mean	Std. Deviation	N
Quality of product design	157.2800	138.29444	5
Performance of SMES	163.2500	162.17557	4

the mean for quality of product design was 157.28 and the mean for performance of SMEs was 163.25. to check whether there was any correlation quality of product design and performance, a Spearman's rank order correlation was run to determine the relationship between quality of product design and performance of SMEs. The results are indicated in Table 4.53

Table 4.53 : Spearman's correlation analysis of product design

			Quality of product design	Performance of SMEs
Spearman's rho	Quality of Product design	Correlation Coefficient	1.000	.800
		Sig. (2-tailed)	.	.200
		N	5	4
	Performance of SMEs	Correlation Coefficient	.800	1.000
		Sig. (2-tailed)	.200	.
		N	4	4

From the analysis in Table 4.53 there was a strong positive correlation between quality of product design and performance of SMEs, which was statistically significant r_s=0.800, p=0.200. Therefore the null hypothesis was rejected and the alternative hypothesis accepted. There is indeed a significant relationship between Quality of product design and performance of SMEs.

$H_0$3: There is no significant relationship between process management and performance of youth group projects.

The Statistical Package for Social Science (SPSS) software was used determine the possible relationships between process management and performance of SMEs. The findings are in Table 4.54

Table 4.54: Mean and Standard deviations of SMEs based on process management

	Mean	Std. Deviation	N
Process management	198.7200	198.34841	5
Performance of SMEs	202.0000	191.07241	4

The mean for process management was 198.72 and the mean for performance of SMEs was 202.0. To examine whether there was any relationship between the process management and performance of SMEs, A Spearman's rank order correlation was run to determine the relationship between process management and performance of SMEs. The results are indicated in Table 4.55

Table 4.55: Spearman's correlation and process management

			Process management	Performance of SMEs
Spearman's rho	Process of Management	Correlation Coefficient	1.000	.800
		Sig. (2-tailed)	.	.200
		N	5	4
	Performance of SMEs	Correlation Coefficient	.800	1.000
		Sig. (2-tailed)	.200	.
		N	4	4

Table 4.55 indicates a strong positive correlation between process management and performance of SMEs, which was statistically significant r_s=0.800, p=0.200. Therefore the null hypothesis was rejected and the alternative hypothesis accepted. There is indeed a significant relationship between process management and performance of SMEs.

$H_0$4: There is no significant relationship between training of employees and performance of SMEs

The Statistical Package for Social Science (SPSS) software was used to establish possible relationships between training of employees and performance of SMEs. The findings are in Table 4.56

Table 4.56: Mean and standard deviations of SMEs based on their training

	Mean	Std. Deviation	N
Training of employees	119.9600	52.55819	5
Performance of SMEs	125.5000	125.94311	4

The mean of training of employees was 119.96 and the mean for performance was 125.5. To determine whether there was a correlation between training of employees and performance of SMEs, a Spearman's rank order correlation was run to determine the relationship between training of employees and performance of SMEs. The results are indicated in Table 4.58

Table 4.57: Spearman's correlation analysis of SMEs based on training of employees

			Training of Employees	**Performance of SMEs**
Spearman's rho	Training of employees	Correlation Coefficient	1.000	.400
		Sig. (2-tailed)	.	.600
		N	5	4
	Performance of SMEs	Correlation Coefficient	.400	1.000
		Sig. (2-tailed)	.600	.
		N	4	4

Table 4.57 indicates a moderate correlation between training of employees and performance of SMEs, which was statistically significant r_s=0.400, p=0.600. Therefore the null hypothesis was rejected and the alternative hypothesis accepted. There is indeed a significant relationship between training of employees and performance of SMEs.

$H_0$5: There is no relationship between quality information and performance of SMEs

Descriptive Statistics

The Statistical Package for Social Science (SPSS) software was used establish possible relationships between training of employees and performance of SMEs. The findings are in Table 4.58

Table 4.58: Mean and standard deviation of SMEs based on quality information

	Mean	Std. Deviation	N
Quality information	99.8800	100.80291	5
Performance of SMEs	62.5000	60.96174	4

The mean for quality information was 99.88 and the mean for performance of SMEs was 62.50. to examine whether there was any correlation between quality information and performance of SMEs, a Spearman's rank order correlation was run to determine the relationship between quality information and performance of SMEs. The results are indicated in Table 4.59

Table 4.59: Spearman's correlation between quality information and performance of SMEs

			Quality of information	Performance of
Spearman's rho	Quality of information	Correlation Coefficient	1.000	.800
		Sig. (2-tailed)	.	.200
		N	4	4
	Performance of SMEs	Correlation Coefficient	.800	1.000
		Sig. (2-tailed)	.200	.
		N	4	4

Table 4.59 indicates a strong positive correlation between training of employees and performance of SMEs, which was statistically significant r_s=0.800, p=0.200. Therefore the null hypothesis was rejected and the alternative hypothesis accepted. There is indeed a significant relationship between quality of information and performance of SMEs.

4.10 Summary of the Interview Schedule

In regards to training, majority of the leaders in the group look for any training opportunities that are offered outside the organization. This is because the training sessions come with monetary benefits to the group members. Some of the groups look for external facilitators who come to train the members on various skills that they need. This was especially common to the groups that were in the arts industry. However there was a were a large number of leaders that had not gotten training in relation to skill in relation to the youth projects or in relation to leadership, they learnt what they do through experience.

Information seemed an important part of the group. Information from within the group was accepted since they apply the honesty policy. The trust that the members have in the group is what enhances the cohesiveness within the group. However any information

from outside, had to be scrutinized. Since many of the groups do not have an office, they preferred visiting the office source to prove the validity of the information. In relation to their entrepreneurial activities they used phone calls majorly to get orders.

Process management in the group was smooth. Frequent meetings that the respondents had ensured control. They are able to gauge their own performance against their set objectives. In the formation of the groups they needed a constitution which outlined clearly the roles and responsibilities of each member in the youth group. Review of the responsibility was done with the frequency of projects. However sometimes the crossing of roles also came about in case of absentia or technicalities of the role.

The major gauge of the Quality of product design was bank account growth. The respondents said that the only way they were able to know that they are growing was how their accounts and contributions grew. Also they were able to measure by the amount of stock and projects the groups were able to sell out. How frequent the orders flowed in, in comparison to the past sales and also in comparison to the competitors. Quality of product was also contributed by the process management and the training that the youth groups had. They were able to improve on the quality and defined roles ensured specialization of tasks.

The top leaders interviewees were also asked what was their role in the quest of achieving quality. Many of the leaders emphasized the need to constantly motivate the members, reminding them of the group objectives, missions and visions of the group and being in the forefront of activities. They also emphasized the need to be committed to the group projects and invest a lot of time, energy and also monetary contribution that seems higher than the members themselves to motivate them.

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives the summary of the research study findings, discussions, conclusions and the recommendations of the study.

5.2 Summary of findings

there was a response rate of 86 out of the 105 questionnaires that were distributed to the selected 21 youth groups spread out in Kajiado north sub-county. The response rate was 81.9%.

The first objective was to establish the influence of top management commitment on performance of small and medium enterprises. There was a positive correlation between top management and performance of SMEs of +0.306. A correlation of between 0.3-0.39 shows a moderate positive relationship between the variables.

The second objective to ascertain design on the influence of quality of product on performance of small and medium enterprises. After the analysis it was seen that there was no correlation between quality of product design and performance, this is because the results showed a relationship of -0.057. According to statistics a relationship between -0.01 to -0.19 shows a no/negligible relationship between variables.

The third objective was to examine the influence of process management on small and medium enterprises. The results showed a relationship of -0.0112. This shows no relationship between process management and performance of SMEs. Any correlation between -0.01 to -0.19 shows a no/negligible relationship between variables.

The fourth objective was to determine the influence of training of employees on performance of small and medium enterprises. the results showed a correlation of 0.325.

This statistics showed a moderate positive relationship. A correlation of between 0.3-0.39 shows a moderate positive relationship between the variables

The fifth objective was to establish the influence of quality information on small and medium enterprises. The results reported a 0.143 relationship which shows a positive but a weak relationship between quality information and performance of SMEs. Any relationship between 0.01-0.019 shows a weak relationship between the variables.

5.3 Discussions of findings

This section provides a discussion of the findings of the study based on the specific objectives of the study.

5.3.1 Top management and performance of small and medium enterprises.

The study has established there is a positive relationship between top management and performance of SMEs. This is in line with Moorman et al 1993 studies who found a strong positive relationship between effective commitment and job performance. however, the study contradicts with Meyer and Allen(1991), Meyer et al 1989 and Konovsky and Cropanzano (1991) who argue that the commitment to the organization is not in any way related to the job performance in the organization. a strong commitment to the organization by the employees results to the individuals being punctual, builds flexibility and ability of the individuals to take up extra roles that are not in their job specification. a strong commitment leads to acquisition of self motivation, makes one a team player and builds the relationship among the employees.

Studies have shown that leadership improves on operation and performance. Senior managers are needed to lead the procedure of work, if this is possible then achievement of essential strategic principle during continual improvement will have been achieved. This method ensures every effort is quality orientation and customer oriented. Top managers must always focus on developing skills and capacity of the employees by engaging them in training programs which are specially designed to increase the productivity and quality of goods and services (Jones and Grimshaw,(2012). Performance

can be gauged by assessing management efforts to manage development and implementations of the project and programs in question.

5.3.2 Quality of product design and performance of small and medium enterprises

The study established that there is no relationship between quality of product design and performance of SMEs. This is contradicts with Prajogo and Sohal (2001) who report that there is a positive relationship between Total Quality Management and innovation performance. Further studies on the positive relationship also dictate that, organizations can outperform their competitors- if they achieve two things: one is distinguished and attractive products and second producing and charging a premium price (Reed et.al 1996). Pencarelli et al., 2013 suggest that is crucial to involve the employee or junior staff during the design at stage, in that it enables the organization to meet the expectations of the stakeholders, customers and also ensure that quality and satisfaction are raised.

5.3.3 Process management and performance of small and medium enterprises

The study established that there is no significant relationship between process management and performance of SMEs. Based on the literature review process management is crucial part of the organization. This is because, theory of quality claims that mass inspection is eliminated by doing everything to reduce defects during production. Gharakhani et. al (2013).Harmon and Peterson (1990) insist that efficiency of a process is measured by how much waste has been eliminated, reduction of stages of production process, reduction in cost of production, developing of people within the organization and customers and ability to continuously improve. Gobeli and Brown (1994) observed that TQM is a value leader because it is the strategy approach to innovation rather than product innovation.

5.3.4 Training of employees and performance of small and medium enterprises

The study established that there was a moderate positive relationship between training and performance of SMEs. This is in line with Fakhar and Anwan (2008) who observed a positive relationship between job experience and performance as job experience results in increase in both skills and competence. Scholars have seen that training has a crucial role

in performance, as Iftikhar and Siraj-ud (2009) also observed that employee performance in health sectors increased because of increase of training and development. Gharakhayi et. al. (2013) claims that fear of employees hinder the achievement of performance. Hence intense education, training and retraining go a great length, Stone (2002) also reports that the main role of training is incorporating and achieving organizational goals through the workforce. Robert and Frank (1998) in their research found that training not only develops but improved managerial skills as it led to efficiency and cost control. Raja et.al. (2011) state that human resource is the backbone of any organization. Ginsberg (1997) says that a good training is that which is designed to meet both the needs of the employees and organization.

Sadikoglu & olcay (2014) continue to say that training of employees allows them to understand the structure of the firm and industry at large. Trained employees develop some sense of loyalty to the firm. Their ability to perform a task excellently makes them confident, builds their morale and the firm is assured of high quality products being produced.

5.3.5 Quality information and performance of small and medium enterprises

The study established that there was a weak but positive relationship between quality information and performance of SMEs. This is in line with yaser H. et al(2015) who saw a positive correlation between quality information and organizational performance Sadikoglu & olcay(2013) found that Leaders in an organization need to establish a multi point communication among the employees, managers and customers and use the information efficiently and effectively.. Effectiveness and efficiency is achieved when the management ensures that its employee's access information that is timely, reliable, consistent, accurate and necessary.

5.4 Conclusions of the study

This study showed that there was a moderate relationship between top management commitment and training on performance of SMEs. Also there was a weak but positive relationship between quality information and performance of SMEs. This means that

there are other factors and practices that affect performance more than the top management commitment, training and quality information on performance of SMEs.

the study also showed that there was no significant relationship between quality of product design and process management on performance of SMEs. This means that there are other factors and practices that affect performance of small and medium enterprises.

5.5 Recommendations of the study

Based on the findings and conclusions of the study, it is recommended that the youth groups that are interested to know the influence of TQM practices in the running of their projects use this study results as the study concentrated on some of the youth groups that were in existence. The study showed a correlation between top management commitment and training on performance of the youth group projects.

This study will be a point of reference for the SMEs implementers. This study is also crucial in assisting the government with information prerequisites of ensuring the success of youth projects in designing the training needed for improving the performance of the youth groups and SMEs in general. Key areas that they need to consider in the management of the projects by empowering the top managers with the relevant skills to run the SMEs.

The study will also be a pointer to the several stakeholders such as Kenya Private Sector Alliance (KEPSA) who have been given the mandate to do the training as they place the youth in the work sector both formal and informal. Other stakeholders include. The county council, the Members of Parliament and the Members of county assemblies can be able to initiate relevant training and includes all other TQM practice implementation in each of the SMEs to be undertaken.

Banks and other funding agents both local and international can use this study to re-evaluate and identify youth projects that are most likely to succeed. Also the training and business advice provided can include the relevant TQM practices to each unique youth

group project to be implemented. This study is also significant to other scholars who aim at furthering the studies of TQM practices and its relation to performance. Also they can link the practices and seek to venture on the most significant in the success of the SMEs.

5.6 Suggestions for further research

The study recommends further research to be carried on other TQM practices that may have affected the performance of the SMEs. a research can also be done in other counties to determine the factors that influence the performance of SMEs and check whether they are similar to those that are in Kajiado North Sub-County.

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APPENDICES

Appendix I : **Letter to Respondents**

CAROLINE M.N NDIRITU,

UNIVERSITY OF NAIROBI

P.O BOX 30197-00100,

NAIROBI, KENYA.

Dear respondent,

REF: RESEARCH PROJECT

I am a student at the University Of Nairobi, pursuing a Masters Degree in Project Planning and Management. I have decided to do my project based on, "the influence of TQM practices on performance; a case of SMEs in Kajiado north sub county, Kajiado county".

I hereby kindly request you to assist me to achieve this objective by filling in the questionnaire for me as truthfully as you can. The information collected will be used for research purpose only and is strictly confidential and voluntary. Do NOT write your name on the questionnaire.

Thank you and God bless you.

Yours faithfully

Caroline Martha Njoki Ndiritu

Appendix II: Questionnaire to the Respondents

SECTION A: DEMOGRAPHIC INFORMATION

Please take a few moments and fill in the section on information about yourself by ticking the appropriate area and commenting if need be.

1. Indicate your age bracket

   Below 18 years? ☐

   18-24 ☐

   25-30 ☐

   31-35 ☐

2. Indicate your gender

   male_____ female_____

3. Indicate your highest level of education

   Primary ☐

   Secondary ☐

   Diploma/college ☐

   Bachelor degree ☐

   Masters degree ☐

   PhD ☐

   Other- please specify_____

4. Indicate your position in the youth groups_____

5. What type of industry does your youth group belong to

   Food industry ☐

   Juakali industry ☐

   Service industry ☐

   Arts industry ☐

   HIV/ AIDS ☐

   IT related industry ☐

   Other-please specify__ _____

6. How long have you been a member of the youth group

   Less than 5years ☐

5-10 years ☐

More than 10years ☐

SECTION B

Please describe to what extent you agree or disagree with the following statements about top management commitment.

A) TOP MANAGEMENT COMMITMENT

		Strongly agree	agree	indifferent	disagree	Strongly disagree
1	Top leaders are seen by all promoting quality within the SMEs					
2	Quality policy is an integral part of the youth group policy					
3	There is open communication between top leaders and every youth member in every process of the youth group project					
4	The top leaders communicates frequently with the members of the lowest level					
5	Top executive are actively involved in communicating the quality policy, objectives and processes					
6	Leaders allocate adequate resources with					

	the aim of improving quality of products					
7	Top management is evaluated on quality performance					
8	A hierarchy of committees has been formed to ensure quality service improvement					

B) PRODUCT DESIGN

Please rate give the appropriate rating of your understanding about the product design

		Always	Most of the time	sometimes	rarely	None
1	Control and verification of each product design is a development requirement					
2	It is ensured that products and services meet the specified requirement					
3	There are records of all products/services both produced and purchased by customers					
4	There are control measures taken in case of data variation-purchases records					
5	Proper records are kept by the youth group for					

	traceability and identification of materials/ data/ drawing from customers and suppliers					
6.	An initiative is taken to seek and learn the customers' needs and expectations					
7	Customers needs are always identified					
8	Customers focused strategies and approaches are reviewed so that there is continual improvement of product design					
9	The top management has developed a clear and effective strategy, supported by a clear vision, mission and values to provide quality, goods and services					

C) PROCESS MANAGEMENT

Please rate give the appropriate rating of your understanding about the product design

		Always	Most of the time	sometimes	rarely	never
1	Non conforming material is not kept or used					
2	The cause of non conforming products are always investigated					
3	All processes are designed to meet quality standards					
4	The organization frequently measures the product and process quality					
5	Production equipments are current and well maintained					
6	There is training to be able to use the new machinery and equipments introduced in the organization					
7	Everyone in the organization knows and accepts their responsibility towards achieving quality					
8	Members work together as a team in order to coordinate work					

	and improve on quality of products and services					
9	The decisions on quality are always based on the objectives of the organization					
10	The organization has made members responsible for quality and are encouraged to make suggestions					
11	Benchmarking is part of the organization policy					

D) TRAINING

Please describe to what extent you agree or disagree with the following statements about training of youth group members.

		Strongly agree	agree	Indifferent	disagree	Strongly disagree
1	The youth group concentrates on ongoing development by establishing extensive training on TQM practices					
2	Training needs are assessed periodically					
3	Training budgets are allocated in the organization					

4	Training resources are sufficient and always available					
5	There are training facilitators that assess the training needs					
6	Adequate training is done to ensure that your skills and attitude enhance towards continual improvement					

E) QUALITY INFORMATION

Please describe to what extent you agree or disagree with the following statements about quality information.

		Strongly agree	agree	indifferent	disagree	Strongly disagree
1	Customers are always consulted about the quality level of products and services they receive and the information used in the product design					
2	Information technology is used to improve the quality of decision making					
3	Research and development is part of the organization policy					
4	Senior management insists on accurate and reliable					

	information and communication within the organization					
5	Communication is open and continues in all levels of management and among staff-up, down and across					
6	Implementation of TQM generally mandates a review of the past performance and updating of all the organizational measures					
7	Benchmarking is a tool used to inform organization on the key areas they need to improve on					

Appendix III: Interview Schedule

INTERVIEW QUESTIONS FOR THE TOP MANAGEMENT

1. Briefly describe your responsibility
2. How do you gauge achievement quality in your performance?
3. How do you ensure that members acquire adequate training that will achieve quality in the goods and services produced by the organization?
4. How do you ensure reliability and consistency of the information that is used to inform the decision making process in the organization?
5. How do you involve other members of the youth group in the decision making process?
6. What strategies do you use to increase the members involvement?
7. How do the top leaders learn about quality management?
8. Do managers receive any training on total quality management?
9. How does management ensure continual improvement of the products and services provide by the youth group?
10. How does the organization get information from the customers?
11. How does the management use the information acquired from the customers concerns, requirement and expectation?
12. What is the role of a leader in the quest for achieving quality?

Appendix IV Sample Size Table

N - n	N - n	N – n	N – n	N – n
10 - 10	100 - 80	280 - 162	800-260	2800 - 338
15 – 14	110 – 86	290 – 165	850 - 265	3000 - 341
20 – 19	120 - 92	300 - 169	900 - 269	3500 - 346
25 – 24	130 - 97	320 - 175	950 – 274	4000 - 351
30 – 28	140 – 103	340 - 181	1000 – 278	4500 - 354
35 – 32	150 – 108	360 – 186	1100 - 285	5000 - 357
40 – 36	160 – 113	380 – 191	1200 – 291	6000 - 361
45 – 40	170 - 118	400 – 196	1300 - 297	7000 - 364
50 – 44	180 – 123	420 – 201	1400 - 302	8000 - 367
55 – 48	190 – 127	440 - 205	1500 – 306	9000 - 368
60 – 52	200 – 132	460 - 210	1600 - 310	10000 - 370
65 – 56	210 – 136	480 – 241	1700 – 313	15000 - 375
70 – 59	220 – 140	500 – 217	1800 – 317	20000 - 377
75 – 63	230 – 144	550 – 226	1900 - 320	30000 - 379
80 – 66	240 – 148	600 – 234	2000 – 322	40000 - 380
85 - 70	250 – 152	650 – 242	2200 – 327	50000 - 381
90 - 73	260 - 155	700 - 248	2400 - 331	75000 - 382
95 - 76	270 - 159	750 - 254	2600 - 335	100000 -384

Source : Krejcie and Morgan, 1970