

**TOTAL QUALITY MANAGEMENT PRACTICES AND PERFORMANCE OF
GARISSA COUNTY GOVERNMENT, KENYA**

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ABSTRACT

County governments in Kenya are working on achieving maximum quality possible both on the services and products offered. As a result all the Counties have opted for the adoption of Total Quality Management. Despite the widespread use of Total Quality Management still most of the Counties have not achieved the expected performance. However it is not clear why this undesirable situation persists. Therefore, this study investigated the influence of total quality management practices on the performance of Garissa County Government, Kenya. The specific objectives were to examine the influence of process management, strategic quality planning, customer focus and employee relation on the performance of Garissa County Government, Kenya. This study was anchored by four theories namely quality management theory, structural contingency theory, systems theory and customer relationship management theory. This study applied a descriptive survey research design. The target population was 166 respondents comprising of County Executive, County Chief Officers, Directors, Administrators and County Officers. Stratified sampling and simple random sampling was used. The sample size was 66 respondents. A semi-structure questionnaire was used as a data collection instrument. Content analysis technique was used to analyse qualitative data and quantitative data was analyzed using descriptive statistics. Inferential statistics will involve the use of multiple regression analysis to test the relationship between variables. The study established that process management, strategic quality planning, customer focus and employee relations had a positive and significant influence on the performance of Garissa County government. Process management enables the County government of Garissa to take control of their myriad processes and constantly strive to optimize them to create a more efficient organization better capable of delivering its end products and/or services and assists the management of the County government realizing their overarching goals for the County as a whole. Strategic quality plan is the key to determining the right quality initiatives for the County government of Garissa. Having a customer focus is usually a strong contributor to the overall success of a County government and involves ensuring that all aspects of the County put its customers' satisfaction first. The County government of Garissa places more emphasis on positive employee relations in order to enhance a healthy relationship between its employees. The study recommends that the County government of Garissa should implement their process management by first defining the steps involved in a work process so that they can determine what can be improved, what can be automated, and how it can be tracked. For the County government of Garissa to achieve its vision it should align the annual goals to its major change initiatives or quality programs and integrate them into the strategic plan. The County government of Garissa should focus on customer wants and expectations, provide personalized and quality customer experience, deliver right services at the right time and focus on building constructive relationship with customers. The County government of Garissa should identify factors influencing their

employee relations, drive the integration of employee relations processes with other people management/human capital functions and monitor and review the effectiveness of employee relations strategies and policies in line with County strategic goals.

Key Words: Total Quality Management, Organization Performance, organization, Performance of Garissa county government, Kenya

1.0 Introduction

Total Quality Management (TQM) according to Gharakhani *et al* (2013) is a systematic quality improvement approach for firm-wide management for the purpose of improving performance in terms of quality, productivity, customer satisfaction, and profitability. The implementation of quality management techniques enables organizations to improve internal efficiencies, which is considered as a prerequisite to become competitive in global marketplace. Kaynak (2011) observes that TQM is an ongoing, iterative process. It succeeds to the extent that organizations can learn to discover problems and resolve them effectively. The benefits of implementing quality management practices can be reflected on increased organizational effectiveness and enhanced efficiency in operational systems. Organizations that adopt a quality management strategy focus on achieving and sustaining a high quality outputs using management practices as the inputs and quality performance as the outputs (Flynn, Schroeder & Sakakibara, 2014). According to Mann and Kehoe (2014) knowledge and successful process management practices monitor data on quality to manage processes effectively. In this way, turnover rate of purchased materials and inventory can be improved. Errors or mistakes in the processes can also be figured out and corrected on time. Furthermore, as the processes become prevention oriented, costs are reduced and profit of the firm increases leading to better organizational performance. Sadikoglu and Zehir (2010) observe that effective knowledge management ensures that employees obtain timely reliable, consistent, accurate, and necessary data and information as they need to do their job effectively and efficiently in the firm. Only in this way, the expected benefits from TQM practices can be achieved. Process management emphasizes activities, as opposed to results, through a set of methodological and behavioral activities. It includes preventive and proactive approaches to quality management to reduce variations in the process and improve the quality of the product.

According to Sila and Ebrahimpour (2015) strategic quality planning includes vision, mission, and values of the firms. They are formed by taking into account the quality concept. With effective strategic quality planning efforts employees are taken as an input in developing the vision, mission, strategies, and objectives. This facilitates acceptance and support of strategic quality plans by the employees. Successful strategic quality planning efforts also take into account the possible side effects of the plan to the environment prior to the production. This will manifest and improve social responsibility of the firm. Greenley (2011) noted that strategic planning has potential advantages and intrinsic values that eventually translate into improved firm performance. It is, therefore, a vehicle that facilitates improved firm performance. Dess and Robinson (2014) point that organizational performance can be evaluated by quality service and products, satisfying customers, market performance, service innovations, and employee relationships. The author also state that organizational performance is based on balanced scorecard, stated that organizational performance can be appraised by return of investment, margin on sales, capacity utilization, customer satisfaction and product quality. In the same way, Richard, Devinney, Yip and Johnson (2011) identified that return on investment, sales and market growth, and profit are important factors that be measured by organization performance. According to these researchers, there are

many factors in this study that be measured by performance such as market shares, financial performance, efficiency and effectiveness of an organization performance, and human resource management.

Organizational performance endorses a process perspective where the focus is on the internal process of quantifying the effectiveness and the efficiency of action with a set of metrics (Dess & Robinson). Therefore performance is measured in terms of output and outcome, profit, internal processes and procedures, organizational structures, employee attitudes, and organizational responsiveness to the environment among others. According to Damanpour and Evan (2014) organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). In recent years, many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as: financial performance (e.g. shareholder return), customer service, social responsibility (e.g. corporate citizenship, community outreach) and employee stewardship.

2.0 Theoretical Literature Review

The theory of Quality Management (QMT) was advanced by Deming (1986). The theory postulates that a feature of quality management doctrine is that it places responsibility for manufacturing organizations squarely at the door of top management (Deming, 1986). The theory states that the management is responsible for the systems, and that it is the system that generates 80 percent of the problems in firms (Hill, 1995). Deming (1986) noted that no quality management system could succeed without top management commitment; it is the management that invests in the processes, creates corporate culture and also selects suppliers and develops long-term relationships. Deming's Quality Improvement Theory provides business with a plan to eliminate poor quality control issues through effective managerial techniques.

The theoretical essence of the Quality Management Theory focused on quality concerns in the creation of an organizational system that fosters cooperation and learning for facilitating the implementation of process management practices, which, in turn, leads to performance (Anderson, Potocnik & Zhou, 2014). Oakland (2014) stressed that the responsibilities of top management should take the lead in changing processes and systems. Leadership plays a crucial role in ensuring the success of quality management because it is the top management's responsibility to create and communicate the vision to move the firm toward performance improvement. Deming's Quality Management Theory is relevant to study in that quality management practices is a quality management system which can be used to enhance quality of products and services through continuous improvement and which organizations can use to realize performance. TQM is presented as a holistic approach which requires customer orientation, empowered people, attention to the process, a good quality system, and continuous improvement (Deming, 1986). Increasingly, County governments are recognizing the strategic importance of quality and quality management that effective quality management can enhance their competitive abilities and provide strategic advantage. The theory is used in the study to inform the variable of process management.

Structural Contingency Theory (SCT) was developed by Donaldson (1996). The key element of structural contingency theory is that organizations must fit their structure to the contingency factors in order to maintain and improve performance. Structural contingency theory holds that there is no single, effective structure for all organizations. Instead, organizations must adapt their structures to fit the contingency factors and the environment as they affect the organization.

Contingency factors include: strategy, size, task, uncertainty, parent organization, public accountability, critical assets and technology. In postulating the relevance of the theory to improving organizational performance, Donaldson (2006) uses the 5-stage Structural Adaptation to Regain Fit (SARFIT) model. First, organization is in fit as it has acclimatized to its environment. In the second stage there is in contingency change where the organizational environment changes. Consequently in the third stage, the organization is in misfit and performance suffers. The fourth stage is where the organization does structural adaptation to correct the state of misfit and to reinstate its level of performance. In the final stage, the organization achieves a new fit and performance recovers. This theory is relevant to the study because it presents a major framework for County government design. It holds that the most effective organizational structural design is where the structure fits the contingencies (Donaldson, 2006). Strategic choice also plays a role in the County government in that they bow to the imperative of adopting a new structure that fits its new level of the contingency factor in order to avoid loss of performance from misfit. The theory also shows that the County government social and environment is subject to change. Any misfit between the contingency variables and the structure leads to lower performance. The move from misfit to fit is adaptive change which is the essence of structural contingency theory. The theory is used in the study to anchor the variable of strategic quality planning.

Systems theory was founded in the 1940's by the pioneer, biologist Ludwig von Bertalanffy and highly developed by Ross Ashby (1956). Bertalanffy during his life, emphasized that factual systems are open to, and interact with, their surroundings and that they can get hold of quantitatively new properties through emergence, resulting in continual development. The theory distinguishes the interdependence of human resources, impact of environment on organizational arrangement and function and the effect of outside stakeholders on the organization. In addition, the theory focuses on the surroundings and how it impacts the organization performance. Schermerhorn (2009) defines the System Theory as a collection of interrelated parts working together towards a purpose. The author views organisations as systems that achieve great things by integrating the contributions of individuals to achieve the common purpose. The manager's job is to ensure that all parts of the organization are coordinated internally so that the organization can achieve its goals (Robbins, 2010). It depends on the manager to choose the management approach that suits him/her in order to have an effective and efficient organization that performs according to acceptable standards. The organization is considered as a system having integrated parts that must be coordinated for efficiency and effectiveness. System simply refers to a set of different independent parts working together in interrelated manner to accomplish a whole. It is with this essence that synergism appears. For instance, an organization is formed by different departments, sections, and units composed of individuals and groups which are independent, but working together to achieve a common goal with the aim of turning organizational vision into reality. Therefore, the organizations should adapt systems approach to enhance corporate growth and profitability. In order for the county to survive, the top management officials need to devise TQM strategies that will enable them to compete effectively in the dynamic environment. The theory is used to focus on employee relations variable.

2.1 Empirical Literature Review

Corinna and Jurgen (2014) study investigated the relationship between process management and organizational culture. This study analyzed and determined the status quo of academic literature from both a process management and an organizational psychological perspective. The study revealed that organizational culture plays an important role in successfully deploying process

management initiatives. Despite an awareness of its importance, the relation of process management and organizational culture has only barely been explored in literature up to now. Asgarkhani and Patterson (2012) did a study on process management in Pattaya (Thailand). They used exploration method. The result revealed that continued innovation in IT will make sure its role in process redesign will not decline and the more that business becomes the focus of process redesign. They concluded that information technology has a huge role in process management, this is because information technology's unique attributes cover most process management heuristics. The focus of the study was on how innovation influence process redesign but this study will focus on the influence of planning on the performance.

Goksoy, Ozsoy and Vayvay (2012), carried out a study on process management practices: strategic tool for managing organizational change an application in a multinational company in the USA. The research framework was an attempt to investigate (survey) the effects of process management technique in production division in a multinational company. The result revealed that employees think top management commitment and support has been ensured for the implementation of reengineering projects etc. They concluded that in today's world, one of the most popular total quality management concepts "process management" has been examined as a change tool. This study did not focus on how resource allocation influences performance which is the focus of the current study. Mlay, Zlotnikova and Watundu (2013) carried out a study on a quantitative analysis of process management and organizational resistance: The case of Uganda. The methodology they used was both quantitative and qualitative methods. The qualitative methods were cluster sampling technique for identifying the purposive sampling technique for selecting the respondents within organizations and observation for collecting the data. The study concluded that many organizations in Uganda and elsewhere need to reengineer their processes to improve on efficiency. They recommended that organizations intending reengineer processes should put a lot of emphasis on soft issues of the process management implementation.

James and Nickson (2016) study focused on the influence of employee relations on organization performance of private universities in Kenya. The study employed a descriptive research design. Stratified random sampling was used to select the population from which a sample 80 respondents was drawn to obtain. The coefficient of determination showed that 56.2% of variations in the organization performance is explained by the independent variables. The study concluded that, that HR department is a key department of the any high profile institution like a university and the institutions need to involve their staff in decision making. Chaudhry, Sohail and Riaz (2013) study looked at how employee relation impacts employee performance in hospitality industry of Pakistan. Data has been collected through Assessment Questionnaire sent to 241 employees of total 28 hotel organizations running with at least 4 operational and one Employee Relations Department of 3 star, 4 star and 5 star category hotels. This study finds overall support for the hypothesis that Employee Relations Practices Impact positively on Performance of Employees working in Hospitality Industry of Pakistan as the relationship specified in Hypothesis is found to be significant. Gikonyo (2017) carried out a study on factors affecting employees productivity in County Governments in Kenya; A Case Study of County Government of Laikipia. The study employed descriptive research design. Data was collected from a sample drawn from employees of the Laikipia County working at the headquarters in Nanyuki. The sample is determined on a stratified random method. The study has found out that indeed, there is a strong correlation between motivation and productivity whereby, the more motivated employees are, the higher the likelihood of more productivity.

3.0 Research Methodology

The study applied a descriptive survey research design. The design was chosen because it allowed the researcher to report about the variable of interest in its naturally occurring environment without changing it in any way. The target population of this study was management employees of Garissa County Government. The total number of respondents was 166 comprising of County Executive, County Chief Officers, Directors, Administrators and County Officers (Garissa County Government Report, 2017). The study used proportionate stratified sampling method to select the sample from different strata in the target population so as to ensure that all cases are well represented. Simple random sampling was used to select the sampled respondents as it is the easiest way when assembling a sample and also each case is given equal chance of being selected from a given target population.

Before processing the responses, the completed questionnaires were edited for completeness and consistency. Content analysis technique was used to analyse qualitative data. Quantitative data was analysed using descriptive statistics. Inferential statistics involved the use of multiple regression and correlation analysis. Inferential statistics such as regression analysis and correlation analysis method were used to determine the relationship between independent variables and dependent variable.

The regression equation was: $Y = \beta_{0i} + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$ (Model One)

Whereby Y = Performance of Garissa County Government

X₁= Process management

X₂= Strategic quality planning

X₃= Customer focus

X₄= Employee relation

β_{0i} , β_1 , β_2 , β_3 and β_4 are coefficients of determination and

ε = The error term.

Presentation of results for both the descriptive and inferential statistics was through tables. Quantitative data was presented using mean and standard deviations with the aid of Statistical Package for Social Sciences (SPSS) and qualitative data was presented in narrative form.

4.0 Results and Discussions

The response rate was based on total number of 66 questionnaires administered to the County Executive, County Chief Officers, Directors, Administrators and County Officers which were duly attended to and returned. The respondents who responded account to 89.4% and those who did not account for 10.6%. Mugenda and Mugenda (2003) a response rate of 50% is adequate for a study, 60% is good and 70% is excellent for a study. Therefore this response rate was considered ideal and reliable for the study.

4.1 Descriptive Statistics

The study sought to establish the influence of process management on the performance of Garissa County Government, Kenya. The findings are presented in Table 1.

Table 1: Process Management and Performance

Statement	SA	A	U	D	SD	M	SD
	%	%	%	%	%		
Best practices in monitoring are transferred within the organization	50.7	43.2	2.7	3.4	0.0	4.4	0.611
Process management strategy involves proper planning on knowledge and value creation	60.9	38.4	0.7	0.0	0.0	4.1	0.431
The county ensures that all the required resources are equally allocated to various departments	40.4	55.5	0.0	0.7	3.4	3.5	0.785
Process management is made a part of strategic planning	28.1	67.8	0.0	3.4	0.7	2.9	0.823
The County government identifies internal sources of expertise	69.2	28.1	0.0	1.4	1.4	3.2	0.705
Aggregate Score	49.9	46.6	0.7	1.8	1.1	3.6	0.671

Source: Research Data (2018)

The findings in shows that the respondents agreed that process management influences performance of Garissa County government as indicated by the aggregate mean score of 3.6 and which vary significantly as shown by the standard deviation of 0.671. Majority (50.7%) strongly agreed that Best practices in monitoring are transferred within the organization, 43.2% agreed, 2.7% undecided and 3.4% disagreed with a mean of 4.4 and a standard deviation of 0.611. Majority (60.9%) of the respondents strongly agreed that Process management strategy involves proper planning on knowledge and value creation, 38.4% agreed and 0.7% undecided with a mean of 5.1 and a standard deviation of 0.431. Majority (55.5%) of the respondents agreed that The County ensures that all the required resources are equally allocated to various departments, 40.4% strongly agreed, 3.4% strongly disagreed and 0.7% disagreed with a mean of 3.5 and a standard deviation of 0.785. Majority (67.8%) of the respondents agreed that Process management is made a part of strategic planning, 28.1% strongly agreed, 3.4% disagreed and 1.7% strongly disagreed with a mean of 2.9 and a standard deviation of 0.823. Majority (69.2%) of the respondents strongly agreed that The County government identifies internal sources of expertise, 28.1% agreed, 1.4% disagreed and strongly disagreed respectively and none of the respondents were undecided with a mean of 3.2 and a standard deviation of 0.705. These findings are in line with the findings of Corinna and Jurgen (2014) who revealed that organizational culture plays an important role in successfully deploying process management initiatives. Despite an awareness of its importance, the relation of process management and organizational culture has only barely been explored in literature up to now. Asgarkhani and Patterson (2012) study also revealed that continued innovation in IT will make sure its role in process redesign will not decline and the more that business becomes the focus of process redesign.

The study sought to establish the influence of strategic quality planning on the performance of Garissa County Government, Kenya. The findings are presented in Table 2.

Table 2: Strategic Quality Planning and Performance

Statement	SA	A	U	D	SD	M	SD
	%	%	%	%	%		
The County government sets objectives and ensures that they are achieved	23.3	65.1	1.4	4.1	6.2	4.2	0.764
Budget allocation is carried out in the county government to ensure that each department achieves its target	45.2	25.3	0.0	13.0	16.4	3.8	0.494
Identification and analysis of the County government strategic issues are carried out	60.3	37.7	0.7	1.4	0.0	3.5	0.655
Strategy generation, evaluation and selection of the County government	43.2	48.6	1.4	2.1	4.8	3.9	0.706
Development of implementation, evaluation and control systems of the County government	55.5	40.4	0.6	0.0	3.5	3.7	0.797
Aggregate Score	45.5	43.4	0.8	4.1	6.2	3.8	0.683

Source: Research Data (2018)

The findings shows that the respondents agreed that strategic quality planning influences performance of Garissa County government as indicated by the aggregate mean score of 3.8 and which vary significantly as shown by the standard deviation of 0.683. Majority (65.1%) of the respondents agreed that the County government sets objectives and ensures that they are achieved, 23.3% strongly agreed, 6.2% strongly disagreed, 1.4% undecided and disagreed respectively with a mean of 4.2 and a standard deviation of 0.764. Majority (45.2%) strongly agreed that budget allocation is carried out in the county government to ensure that each department achieves its target, 25.3% agreed, 16.4% strongly disagreed and 13.0% disagreed with a mean of 3.8 and a standard deviation of 0.494. Majority (60.3%) strongly agreed that identification and analysis of the County government strategic issues are carried out, 37.7% agreed, 1.4% disagreed and 0.7% undecided with a mean of 3.5 and a standard deviation of 0.655. Majority (48.6%) agreed that strategy generation, evaluation and selection of the County government, 43.2% strongly agreed, 4.8% strongly disagreed, 2.1% disagreed and 1.4% undecided. with a mean of 3.9 and a standard deviation of 0.706. Majority (55.5%) strongly agreed that Development of implementation, evaluation and control systems of the County government, 40.4% agreed, 3.5% strongly disagreed and 0.6% undecided with a mean of 3.7 and a standard deviation of 0.797. These findings agree with the findings of Arasa and K'Obonyo (2012) who reported in their findings that the correlation analysis results indicate the existence of a strong relationship between strategic planning and firm performance. Further, all the strategic planning steps (defining firm's corporate purpose, scanning of business environment, identification of firm's strategic issues, strategy choice and setting up of implementation, evaluation and control systems) were found to be positively related to company performance. Hopkins and Hopkins (2010) study concluded that the strategic planning intensity causes better performance and in turn better performance causes greater strategic planning intensity.

The study sought to determine the influence of customer focus on the performance of Garissa County Government, Kenya. The findings are presented in Table 3.

Table 3: Customer Focus and Performance

Statement	SA	A	U	D	SD	M	SD
	%	%	%	%	%		
Employees are trained on customer focus practices	36.3	41.8	0.0	6.8	15.1	4.3	0.301
Attention to customer needs is key to organizational success	63.0	34.2	0.0	2.1	0.7	3.3	0.593
The County government always meets customer needs and expectations	69.9	29.5	0.0	0.7	0.0	4.2	0.774
Customer complaints are given priority by the County government	57.5	39.7	0.7	2.1	0.0	3.0	0.826
The County government performs market research to find out customer needs	45.2	25.3	0.0	13.0	16.4	3.8	0.494
Customers have clear channels of communication with the County government	60.3	37.7	0.7	1.4	0.0	4.1	0.432
Employees derive satisfaction from fulfilling customer expectation within the County	63.0	34.2	0.0	2.1	0.7	3.3	0.593
Aggregate Score	56.5	34.6	0.2	4.0	4.7	3.7	0.573

Source: Research Data (2018)

The findings shows that the respondents agreed that customer focus influences performance of Garissa County government as indicated by the aggregate mean score of 3.7 and which vary significantly as shown by the standard deviation of 0.573. Majority (41.8%) of the respondents agreed that Employees are trained on customer focus practices, 36.3% strongly agreed, 15.1% strongly disagreed and 6.8% disagreed with a mean of 4.3 and a standard deviation of 0.301. Majority (63.0%) strongly agreed that attention to customer needs is key to organizational success, 34.2% agreed, 2.1% disagreed and 0.7% strongly disagreed with a mean of 3.3 and a standard deviation of 0.593. Majority (69.9%) of the respondents strongly agreed that The County government always meets customer needs and expectations, 29.5% agreed and 0.7% disagreed with a mean of 4.2 and a standard deviation of 0.774. Majority (57.5%) of the respondents strongly agreed that Customer complaints are given priority by the County government, 39.7% agreed, 2.1% disagreed and 0.7% undecided with a mean of 3.0 and a standard deviation of 0.826. Majority (45.2%) of the respondents strongly agreed that The County government performs market research to find out customer needs, 25.3% agreed, 16.4% strongly disagreed and 13.0% disagreed with a mean of 3.8 and a standard deviation of 0.494. Majority (60.3%) of the respondents strongly agreed that Customers have clear channels of communication with the County government s, 37.7% agreed, 1.4% disagreed and 0.7% undecided with a mean 4.1 and a standard deviation of 0.432 and majority (63.0%) of the respondents strongly agreed that Employees derive satisfaction from fulfilling customer expectation within the County, 34.2% agreed, 2.1% disagreed and 0.7% disagreed with a mean of 3.3 and a standard deviation of 0.593. These findings concur with the findings of Yaacob (2014) study which revealed that customer focus is a significant predictor of employee satisfaction, innovation, and customer satisfaction. The structural model developed also indicated that there is an indirect relationship between customer focus and customer satisfaction, as determined by employee satisfaction. In addition, the effect of customer focus on innovation is mediated by employee satisfaction. Kangethe (2015) study concluded that the management of Kenyan government owned entities (GOEs) clearly communicates its goals and strategies to its employees. It is the role of management to create a vision of customer service and to communicate

it clearly and repeatedly throughout the organization and, in particular, with the customer service representatives.

The study sought to identify the influence of employee relations on the performance of Garissa County Government, Kenya. The findings are presented in Table 4.

Table 4: Employee Relations and Performance

Statement	SA	A	U	D	SD	M	SD
	%	%	%	%	%		
Employees are given chance to participate in decision making	47.5	28.8	10.2	10.2	3.4	4.1	1.143
Employees are provided with enough training and education to adequately perform their tasks	35.6	49.2	5.1	5.1	5.1	4.0	1.041
There is a clear communication channel between employee and senior managers	42.4	49.2	3.4	3.4	1.7	4.3	0.827
Employee's opinions are listened to by senior managers	39.0	47.5	10.2	3.4	0.0	4.2	0.767
Employees are encouraged to work in teams by senior managers	45.8	42.4	0.0	5.1	6.8	3.5	1.127
Aggregate Score	42.1	43.4	5.8	5.4	4.1	4.0	0.981

Source: Research Data (2018)

The findings shows that the respondents agreed that employee relations influence performance of Garissa County government as indicated by the aggregate mean score of 4.0 and which vary significantly as shown by the standard deviation of 0.981. Majority (47.5%) of the respondents strongly agreed that employees are given chance to participate in decision making, 28.8% agreed, 10.2% were neutral and disagreed respectively and 3.4% strongly disagreed with a mean of 4.1 and a standard deviation of 1.143. Majority (49.2%) of the respondents strongly agreed that employees are provided with enough training and education to adequately perform their tasks, 5.1% were neutral, disagreed and strongly disagreed respectively with a mean of 4.0 and a standard deviation of 1.041. Majority (49.2%) agreed that there is a clear communication channel between employee and senior managers, 42.4% strongly agreed, 3.4% neutral and disagreed respectively and 1.7% strongly disagreed with a mean of 4.3 and a standard deviation of 0.827. Majority (47.5%) agreed that employee's opinions are listened to by senior managers, 39.0% strongly agreed, 10.2% neutral and 3.4% disagreed with a mean of 4.2 and a standard deviation of 0.767 and majority (45.8%) strongly agreed employees are encouraged to work in teams by senior managers, 42.4% agreed, 6.8% strongly disagreed and 5.1% disagreed with a mean of 3.5 and a standard deviation of 1.127. These findings are in line with the findings of James and Nickson (2016) study which established that HR department is a key department of the any high profile institution like a university and the institutions need to involve their staff in decision making. Sequeira and Dhriti (2015) study revealed that employees with higher level of satisfaction with the existing organization practices where more productive and resistive towards changing the current organization. The study also revealed that improving the employee relations practices an organization can improve the performance of employees and thereby the overall productivity of the organization.

Table 5: Performance of Garissa County Government

Statement	SA	A	U	D	SD	M	SD
	%	%	%	%	%		
There is efficiency in operations with the County government	35.6	39.7	15.8	8.2	0.7	4.5	0.809
The projects undertaken within the County government are of quality standards	28.1	21.2	34.2	8.9	7.5	4.6	0.842
The services offered by the County government conform to ISO standards	48.6	33.6	10.9	4.8	2.1	4.2	0.715
Aggregate Score	37.4	31.5	20.3	7.3	3.4	4.4	0.789

Source: Research Data (2018)

The findings in shows that the respondents agreed that Total Quality Management Practices (TQM) influence performance of Garissa County government as indicated by the aggregate mean score of 4.0 and which vary significantly as shown by the standard deviation of 0.981. Majority (39.7%) of the respondents agreed that there is efficiency in operations with the County government, 35.6% strongly agreed, 15.8% undecided, 8.2% disagreed, 0.7% strongly disagreed with a mean of 4.5 and a standard deviation of 0.809. Majority (34.2%) were undecided that the projects undertaken within the County government are of quality standards, 28.1% strongly agreed, 21.2% agreed, 8.9% disagreed and 7.5% strongly disagreed with a mean of 4.6 and a standard deviation of 0.842. Majority (48.6%) strongly agreed that the services offered by the County government conform to ISO standards, 33.6% agreed, 10.9% undecided, 4.8% disagreed and 2.1% strongly disagreed with a mean of 4.2 and a standard deviation of 0.715. Kumar and Garg (2011) show that organizations incorporate TQM practices in their daily activities, in order, to realize customer satisfaction, increase their market share, reduce their operating cost and improve on their profits. The implemented practices enable the organization to better compete with their competitors in the market environment. According to Mann and Kehoe (2014) knowledge and successful process management practices monitor data on quality to manage processes effectively. In this way, turnover rate of purchased materials and inventory can be improved. Errors or mistakes in the processes can also be figured out and corrected on time.

4.2 Regression Analysis

Regression analysis was used to model, examine, and explore the relationships between the dependent variable (performance of Garissa County government) against the four independent variables (process management, strategic quality planning, customer focus and employee relations) used for the study.

Table 6: Results of Multiple Regressions

Model	R	R Square	Adjusted R Square	St. Error of the Estimate
1	0.854	0.729	0.718	0.799

Source: Research Data (2018)

Total quality management explain 71.8% of the performance of Garissa County government as represented by the adjusted R square. This therefore means that other factors not studied in this research contribute 28.2% of the performance of Garissa County government.

Analysis of Variance (ANOVA) was used to determine the linear relationship among the variables under investigation. Using this method, the sum of squares, degrees of freedom (df), mean square, value of F (calculated) and its significance level was obtained. The results are shown in Table 7.

Table 7: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.241	4	1.312	6.54	0.001
	Residual	7.772	55	2.25		
	Total	9.913	59	2.562		

Source: Research Data (2018)

The significance value is 0.001 which is less than 0.05 thus the model is statistically significant in predicting how process management and employee relations influenced the performance of Garissa County government. The F calculated at 5% level of significance was 6.54. Since F calculated is greater than the F critical (p value = 2.562), this shows that the overall model was significant

Table 8: Coefficient of determination

Model	Unstandardized		Standardized	T	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
Constant	0.542	0.645		3.231	0.001
Process Management	0.701	0.082	0.135	4.421	0.011
Strategic Quality Planning	0.835	0.214	0.051	3.715	0.004
Customer Focus	0.792	0.234	0.001	6.687	0.002
Employee Relations	0.694	0.542	0.013	7.012	0.003

Source: Research Data (2018)

The established regression equation by the study was

$$Y = 0.542 + 0.701 X_1 + 0.835 X_2 + 0.792 X_3 + 0.694 X_4$$

Where Y = Performance of Garissa County

X₁ = Process Management

X₂ = Strategic Quality Planning

X₃ = Customer Focus

X₄ = Employee Relations

The relationships (p < 0.05) are all significant with process management (t = 4.421, p < 0.05), strategic quality planning (t = 3.715, p < 0.05), customer focus (t = 6.687, p < 0.05) and employee relations (t = 7.012, p < 0.05). Strategic quality planning was found to have a greater (83.5%) on the performance of Garissa County government compared to customer focus (79.2%), process management (70.1%) and employee relations (69.4%). According to Sila and Ebrahimpour (2015) strategic quality planning includes vision, mission, and values of the firms. They are formed by taking into account the quality concept. According to Mann and Kehoe (2014) knowledge and successful process management practices monitor data on quality to manage processes effectively. In this way, turnover rate of purchased materials and inventory can be improved. Errors or mistakes

in the processes can also be figured out and corrected on time. Customer focus is a strategic objective with a long term focus that may have subtle results in the short run (Pan et al., 2012). Employee Relations will determine the effectiveness of our business partnership with peers our acceptance is not based simply on how smart we are, but how smart we are in projecting our smartness and the way in which we are committed to their interests and working with them (Kathryn, 2008).

5.0 Conclusions and Recommendations

The study concludes that process management has a positive and significant influence on the performance of Garissa County government. Process management enables the County government of Garissa to take control of their myriad processes and constantly strive to optimize them to create a more efficient organization better capable of delivering its end products and/or services and assists the management of the County government realizing their overarching goals for the County as a whole. The study concludes that strategic quality planning has a positive and significant influence on the performance of Garissa County government. Strategic quality plan is the key to determining the right quality initiatives for the County government of Garissa. An essential idea behind strategic quality planning is that the product is customer value rather than a physical product or service.

The study concludes that customer focus has a positive and significant influence on the performance of Garissa County government. Having a customer focus is usually a strong contributor to the overall success of a County government and involves ensuring that all aspects of the County put its customers' satisfaction first. The study concludes that employee relation has a positive and significant influence on the performance of Garissa County government. The County government of Garissa places more emphasis on positive employee relations in order to enhance a healthy relationship between its employees. The County offers a fair and consistent treatment to all its employees to ensure that they lay their loyalty to their jobs and the County. The study recommends that the County government of Garissa should implement their process management by first defining the steps involved in a work process so that they can determine what can be improved, what can be automated, and how it can be tracked. Deploying and sustaining process management requires matching leadership roles to individuals with the required talent and establishing a solid communication system.

The study recommends that for the County government of Garissa to achieve its vision it should align the annual goals to its major change initiatives or quality programs and integrate them into the strategic plan. This will ensure the new focus becomes part of the plan and sustainable. The County should focus by creating goals that provide direction and alignment of the resources needed from the County to meet those goals. The study recommends that the County government of Garissa should focus on customer wants and expectations, provide personalized and quality customer experience, deliver right services at the right time and focus on building constructive relationship with customers. The study recommends that the County government of Garissa should identify factors influencing their employee relations, drive the integration of employee relations processes with other people management/human capital functions and monitor and review the effectiveness of employee relations strategies and policies in line with County strategic goals.

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