

Barriers to effective implementation of quality management in local authorities in Kenya: A case study of Kangundo town council.

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Abstract:

The purpose of this study is to describe the barriers to implementation of quality management in local authorities in Kenya. The study will seek to determine whether top management commitment affects implementation of quality management, whether human resources influences implementation of quality management, whether quality teams influence implementation of quality management, whether motivation for ISO certification influences implementation of quality management and if lack of resources affects implementation of quality management. The target population for the study was the all the fifty permanent and casual staff in Kangundo Town Council from the three levels of management mainly top level, middle level and lower level. The sampling procedure for the population was a census survey. The research was conducted using a descriptive study design. Data was collected using structured and semi-structured questionnaires. Data analysis was done through both qualitative and quantitative techniques. In quantitative analysis, frequency distribution tables have been drawn and coefficients of variation determined. In qualitative analysis, correlations have been made. Findings were presented in frequency distribution tables. The study found out that quality management implementation is influenced by top management commitment, level of human resources training, quality teams, motivation for ISO certification and resources. The study found that in Kangundo Town Council, top management is not fully committed to quality management, human resources do not regularly attend training, team work is not common in all departments, the management did not initiate motivation for ISO certification and resources are not updated in all departments. The study recommends that the top management should be fully committed towards improvement of services. Also, there should be continuous training to all staff members. Further, the management should be self-motivated towards ISO certification and encourage quality teams. Moreover, resources should be updated accordingly. The study makes suggestions for further study on staff attitude and perceptions of quality management. In addition, further study should be made on staff remuneration impact on quality management implementation.