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**QUALITY MANAGEMENT SYSTEMS, MONITORING AND
EVALUATION SKILLS, AND ORGANIZATION
PERFORMANCE IN PUBLIC SECTOR****STEPHEN KAHURA MUCHOKI, PROF RAPHAEL NYONJE,
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University of Nairobi, P.O Box 49765-00100, Nairobi**Abstract**

The study sought to examine the relationship between quality management systems, and organization performance in public sector and the moderating effect of monitoring and evaluation skills. This study covers a critical analysis of 5 peers reviewed journal articles and the main aim is to examine the influence of monitoring and evaluation (M&E) skills on the relationship between quality management systems (QMS) and organization performance in the public sector. The five articles were on quality management skills and organizational performance. The paper conducted a convergent analysis which identified the similarities in the studies while divergent analysis identified the differences in the articles. The results of the analysis found that quality management is important for organization performance. However, despite its great importance in improving performance, its application in the public sectors, especially in developing countries, remains significantly low. To ensure improved service delivery to its citizens, the government should ensure quality management practices are incorporated and implemented. The study found that through monitoring and evaluation, the public sector can be transformed through the promotion of capacity building and decision making to support service delivery to the public. This study recommends public organizations to adopt monitoring and evaluation frameworks to improve service delivery which should be adopted alongside quality management systems. It is also important to ensure that the employees are equipped with the relevant skills required for the monitoring and valuation process to implement quality management practices. Besides, future studies should be conducted on monitoring and evaluation skills, quality management systems and organizational performance in public sectors in Kenya. The study should use descriptive survey design and

correlational research designs in a mixed research approach. As a part of the recommendation, qualitative data should use the interview guide and quantitative research designs to use the questionnaire to provide comprehensive research findings. The studies should also consider using F-test to test the hypothesis in the study. Management level employees in the public sector organizations should be considered as the unit of observations because they are the ones with direct interaction with quality management and monitoring and evaluation practices.

Key Words: *Quality Management, Monitoring and Evaluation, Organization Performance*

Introduction

Quality Management Systems or Total Quality Management (TQM) is strategies that can be used interchangeably because the focus is on assisting organizations to improve on their performances by creating effective strategies of continuously improving the quality of products and services by ensuring customer needs and expectations are realized to enhance customer satisfaction and organizational performance.

Growing concerns by the civil society are on effective administration and good governance in the public sector and this has resulted in more focus being directed to the issue of monitoring and evaluation (M&E). This is because, as alluded by Muiruri (2016) through monitoring and evaluation, the public sector is in a position to reduce cost overruns in the budget as well as schedule and at the same time ensure that quality standards are met during project implementation. As a result of globalization, organizations and governments around the globe are under immense pressure to meet shareholders' internal and external demands for accountability and transparency, good governance, and delivery of evidence-based outcomes. With the increasing demand for accountability, it is important to embrace result-driven monitoring and evaluation for quality management systems of policies, programs, and projects (Kusek & Rist, 2018).

The public sector and government departments through monitoring and evaluation can be transformed into an efficient system allowing participation and is representative (UNDP, 2016). The World Bank through the Operations Evaluation Department (OED) has carried out several initiatives to help developing countries build up their M&E skills for quality management systems. These initiatives are expected to help the countries achieve good governance, transform its public sector and improve service delivery to its citizens (UNDP, 2016).

Quality management systems is a strategy on management of the entire organization that infinitely improves the products and services as well as process quality by concentrating on the needs and anticipations of its consumers and consequently improves customer satisfaction and performance of the organization (Sadikoglu & Olcay, 2014). In Turkey, Sadikoglu and Olcay (2014) explain that various performance results are affected by TQM practices. Most companies in Turkey faced the challenge of the absence of employee involvement, employee commitment, lack of appropriate company structure, and unavailability of resources. Therefore, improving involvement and awareness of employees, enhancing the firm structure and providing resources will help those companies overcome the challenge preventing them from effectively implementing TQM practices.

In Malaysia, Jong, Sim and Lew (2019) explained that the construction sector has identified the important role played by the TQM practices in continuously improving quality. TQM has recommended the construction industry to adopt the ISO 9000 certification. As explained by the Construction Industry Development Board (CIDB) any grade 7 construction industry is obliged to have the ISO 9000 certification. It is therefore important to continuously encourage the promotion and implementation of quality management practices.

The National Development Plan (NDP) of South Africa (SA) emphasizes the role of quality management through monitoring and evaluation in meeting developmental as well as strategic objectives, reducing poverty, enhancing project implementation, and decision-making concerning budget (National Development Plan, 2012). Essentially, monitoring and evaluation are responsible for strengthening the supervision of the government and supporting answerability in public societies. In SA, the public sector is grappling with corruption and poor delivery of services and therefore, the adoption of M&E helps in enhancing transparency and building performance culture thus supporting healthy management as well as policymaking and this includes a budget-making process (Mosse & Lewis, 2015). The SA government adopted the M&E framework, rolled out through the entire government, to help in transforming the public sector through the promotion of capacity building and decision-making that supports the delivery of services to the public.

Muiruri (2016) explained that Kenya, like most countries in Africa, is facing several challenges when it comes to the improvement of capacity to meet quality as well as production standards; this is necessary for exports like to European Union which is its biggest trade partner. Previous vice president and chief economist of the World Bank, Nicholas Stern, explained that if Africa fails to address the issues of market access and compliance with international standards, then they will not be in a position to optimize the emerging market openings.

Problem Statement

Quality management as explained by Worlu and Obi (2019) is important in enhancing the production of quality products and services. It allows organizational processes to be continuously improved and the result is high-quality products as well as services. With the increasing pressure on the budget and the demand for financial accountability with a combination of changing expectations by the public, there is a need for new approach and solutions by the public sector. Therefore, through the adoption of new processes, techniques and technologies, the public sector can be able to improve efficiency, lower costs, enhance quality and increase accountability. As narrated by Jong *et al.* (2019) one of the management techniques that can be adopted is QM practices. Despite its importance in enhancing organizational performance in the public sector, their utilization in developing countries are reported to be low.

Study Objectives

The general objective of the study was to examine the relationship between quality management systems, and organization performance in public sector and the moderating effect of monitoring and evaluation skills.

Literature Review

Journal Article Analysis

The Effects of Total Quality Management Practices on Performance and the Reasons of and the Barriers to TQM Practices in Turkey

This article was Received on 24th April 2013; Accepted on 1st January 2014; Published on 16th March 2014. The author Esin Sadikoglu and Hilal Olcay investigated impacts of TQM practices on performance and Reasons of and Barriers to TQM practices in Turkey. Sadikoglu and Olcay (2014) sought to determine how TQM affected performance and what were the factors that affected the use of TQM practices in Turkey. The title of the article indicates what the research is all about. The variables or theoretical issues are stated and the relationship between them demonstrated. Independent and dependent variables are easily identified however, the theme is superfluous in that it looks into both impacts and barriers of TQM and this could have been narrowed to just one theme to make it more specific rather than the bi-dimensional theme which could have formed another topic on its own. The ambiguousness of the topic therefore requires a lot of keenness from the readers to pick the bi dimensionality of this study. While this article identified that most existing literature on the link between TQM practices and performance it had conflicting and ambiguous findings, there are

limitations attributed to the replicability, sample and the generalizability of the results. The author does not demonstrate how the sample was taken and the questionnaire alone as a tool may not give concrete reliable data. Also, the participants from the member firms to Turkish Quality Association and the firms in Organized Industrial firms; this limits the generalizability of the findings to the public sector.

The study conducted an exploratory factor analysis and multiple regression analysis. Although the study has shown that different TQM practices significantly affect different performance outcomes, the study employed subjective performance measures which could have compromised the accuracy of the information for testing the hypothesis. Furthermore, this study demanded perceived data which could have made the firms appear good in terms of expectations towards the involvement of quality management systems. On the other hand, roughly 7 per cent of the respondents were not managers and may not have been acquainted well with the principles of QMS. The author acknowledged that there were issues of generalizability in this study but did not offer a suggestion of how this could have been rectified or how it can be done in future studies. Data collected were analyzed through multiple regression and exploratory factor analysis and the author gave a clear interpretation of the findings linking independent variables to the dependent variables. From the findings, the TQM practices considered (information management, leadership, training, supplier quality control, strategic quality planning, customer focus, employee involvement, constant upgrading, and procedure control) had a significant influence on various performance measures however this study does not attribute this to monitoring and evaluation as a moderator despite the author saying that continuous monitoring is important for quality realization in the firm's performance. The study also established that the selected companies were facing challenges like the absence of employee involvement, lack of employee awareness and commitment, lack of appropriate company structure and unavailability of resources even though it did not offer mitigation measures on these. Comparatively, the study shows if the companies continue implementing TQM their performance would improve but does not say to what extent. Similarly, the study suggests that the companies should increase employee involvement in TQM practices, improve the structure of the company, and provide required resources; this will help them overcome the challenges preventing the active application of TQM however, the study does not say at which level of organization operations employee involvement in TQM should be done.

The relationship between TQM and project performance: Empirical evidence from the Malaysian construction industry

This article was received on 16th August 2018, accepted on 07th January 2019 and Published on 14th January 2019. The author Cherng-Yee Jong et al. examined the relationship between TQM and organizational performance in the Construction Industry in Malaysia. Jong, Sim and Lew (2019) sought to determine how performance and TQM related using empirical evidence collected from construction companies. The title of this article is clear and precise which gives a clear picture to the readers, however, in the abstract, the author does not clearly explain the aim of the research but only mentions the objective which was to examine the relationship between the two variables.

Secondly, due to time constraints, a cross-sectional study was conducted in this research. In the future, a longitudinal study studying the link between TQM and project performance in it is not used to analyze behavior over a long period and does not assist in determining cause and effect and therefore cannot guarantee representativeness. On contrary, the author ought to have used longitudinal study which is more effective in determining the effect of variables patterns over time. The findings of this study showed many of the TQM practices were not directly linked to project performance, but the literature has shown there is a history of mediating factors affecting variables and outcomes. Therefore, future research could be expanded to investigate the role of mediating factors. A future study is suggested to increase the sample size for a better representation of the population and a better understanding of their organization's practices affecting

Malaysian project performance. A comparison between a study with a larger sample size and the current study would be interesting invalidating these results.

The study suggests that an organization is likely to improve its performance if they implement TQM. On the other hand, the study reveals that measurement, analysis coupled with knowledge management has a negative influence in boosting the performance of Malaysian construction organizations. There are several existing literatures on the TQM and performance in business, organizations, and marketing in various industries. The authors, however, found little information on ways performance of the construction industry in Malaysia is influenced by TQM. The target population was the list of construction companies listed with CIDB of Malaysia which was limited to ISO 9001 certified construction companies from CIDB. Consequently, there is need to increase the size of the sample in future research for a better representation of the population as well as have a comparison between a study with a larger sample size to validate the results. The questionnaire was selected data collection tool and consisted of 42 items which could have been a challenge for the respondents when answering the question and therefore, a supportive tool like interview guide would have sufficed. The analysis was done using descriptive and regression analysis. In the same way, the findings of the study pointed out that, several TQM practices were not linked directly to the organizational performance, but the literature reveals the existence of mediating factors that influences the variables and outcomes. It is therefore proper to have future studies that would investigate the role played by mediating variables.

Quality management practices and their effects on the performance of public hospitals

The article was received on February 27th, 2017 and accepted on May 23rd, 2017. The author Jingjing, Zhen, Yujia, Min, and Zehong (2017) examine how QM practices affected the public hospital's performance. In the abstract of this article, the author does not demonstrate the purpose of the study. The narrative which bears the subtitle purpose could have fitted well in the introduction part. The author leaves the reader with mixed reactions and does not come out well to express the purpose of the study. However, a short statement at the end of the paragraph has shallowly tried to paint the picture of the purpose of the study. On contrary to this view, the article has done justice to the problem statement. It has articulated several issues regarding this fact and the author says that there is scanty knowledge relevant to the impact of TQM systems/ practices on the performance of public hospitals. This, therefore, justifies the need for this study. However, to justify this claim, the author ought to have at least given quantifiable evidence of the problem status.

The authors explained that increased competition in healthcare, decreased funding, and rising expectations from patients have driven the implementation of quality management (QM) practices by public hospitals. Nonetheless, there is little information on ways the performance of hospitals is influenced by their adoption of QM practices. The study conducted a literature review using empirical evidence collected from health care and used the information to develop a framework on the link between QM and performance in public hospitals. Besides, to validate the information, the study conducted a cross-sectional survey using 204 quality directors and managers. Even though the cross-sectional study is mostly preferred due to its simplicity and the short duration of time it takes, the timing of the snapshot is not enough to be representative. Instead, a more representative design like case studies would have been more ideal. To ensure generalizability, other studies on different levels of hospitals should be done in the future in China since this study only focused on big hospitals. The hypothesis that QM and performance are related was tested by computing Structural Equation Models (SEM). From the empirical review, it was established that hospitals benefited significantly through the adoption of QM practices. However, the author ought to have described the significance levels more clearly in terms of statistics. Similarly, the author reports a direct relationship between employee relations and process management with public hospital's health and non-healthcare performance but does not expound the type of relationship that was found.

Total Quality Management Practices and Organizational Performance

The article was received on 26.04.19, accepted on 30.05.2019 and published in June 2019. The author Prof. Rowland E. World and Dr James Nwoye Obi Department of Business Management, Covenant University, Ota, Nigeria. The researchers examined TQM practices and organizational performance by use of data obtained from Away water Group, Lagos.

The title of this article is very clear for the readers and the variables are conspicuous and well outlined. In contrast, the author does not indicate openly the objectives of the study in the abstract.

The author explained that TQM aims to enhance the quality of products, services as well as processes in all organizations departments and sections. In other cases, when quality is improved, cost increases. Therefore, the author conducted a critical analysis of the extent to which quality affects performance. The adopted research design was descriptive which poses advantage in that it provides a multifaceted approach for the collection of data which yields a wider view of the details but on the other hand, this design may have limitations since the majority of these studies are not repeatable due to their observational nature. Regardless of this fact, the article has demonstrated quite well how data was analyzed using percentages and tables and the questionnaire was selected for data collection. However, unlike unstructured questionnaires, the structured questionnaire requires a lower thinking power for respondents leading to a higher rate of responses but on the contrary, the structured questionnaire offers limited flexibility in terms of responses and from this viewpoint, the author should have a section open-ended questions to collect more information rather than using on Likert questionnaires.

Significant results were eminent in the findings of this study but coupled with limitations to the findings. First of all, the sample size that was used was 325 which the population is not given. Secondly, the author says the 325 questionnaires returned were the ones used. This statement is not complete since the returned questionnaires may not have been filled despite being returned but the author does not qualify this statement.

From this study, it is also noted that all participants were from a water group; this also poses a limitation to the generalizability of these results to the larger public sector. While other authors in the literature study pointed that the study should be repeated with a significantly larger population in the public sector, the authors in this study did not discuss how the factors of their study were limitations.

In conclusion, the authors said that there is a need for an organization's management to prioritize TQM practices to ensure they achieve sustainable performance. However, this article did not demonstrate how other variables may have influenced the results. This lack of comprehensive details in the study limits the replicability to other sectors.

Quality Management Systems and Organizational Performance: A Theoretical Review in Kenya's Public Sector Organizations

This article was received in August 25th, 2016 accepted in September 1st, 2016 and Published on September 18th 2016. In this article, Zipporah Karimi Muiruri- the author, reviewed several theories like Expectancy-Disconfirmation Paradigm (EDP) etc. This title indicates what the research is all about and the variables can be identified freely. However, in the abstract, the article does not give an account of the main findings despite mentioning that conceptual analysis was used to draw inferences from QMS study's findings.

Muiruri (2016) sought to examine the relationship between QMS and performance of organizations. The study was a theoretical review conducted among organization operating in the public sector in Kenya. The author explains that TQM is widely used in ensuring survival and enhanced organizational performance in the current economy. Besides, ISO was published to globally enable and effect quality issues. Being a quality management standard, the ISO 9001 embraces TQM principles that combines the concerns of the organization with those of customers and shareholders; it also considers the aspect of efficiency and employee wellness. By

virtual of being a theoretical paper, the findings thereof fall short of empirical perspective. Therefore, the recommendation is to conduct further longitudinal studies to find out more on the influence of variables stated in this study to organizational performance.

The focus was on client fulfilment, engagement of employees, and the governorship of management as well as productivity. The adopted research design was conceptual. Secondary data was used and through conceptual analysis, the study drew inferences from studies on quality management in both public and private sectors and product and service sectors. Even though secondary data has the ease of accessibility as well as time and resources savings, secondary data is often facing sceptics that the information may not be accurate. This would be attributed to research errors encountered by the original researcher which the second researcher may not be aware of. Besides, this data may however not give the researcher answer to the specific questions or particular information the researcher is looking for.

The reviewed literature guided the researcher to develop a theoretical model on the connection between QM practices and performance. It was found that adoption of QM systems improves service delivery and product quality by reducing complaints and ensuring that products meet international standards. Quality management systems are mainly implemented to make sure the attention directed to quality is adequate and therefore ensuring the transactional process is error-free, reduce customer complaints and enhance customer satisfaction. This concept seems good on how the problem of customer satisfaction would be handled to influence organizational performance, yet the article does not give proper guidelines on how to implement this. In other words, the concept seems juicy on the paper but it does not freely occur in organizations hence a need to have a strategy for implementation which is lacking in this study.

Convergent Analysis

Conceptualization of the problem

The five articles selected for this seminar paper concentrated on the aspect of quality management and performance. The studies are seen to have used the term quality management, but they can be used interchangeably with 'total quality management'. Also, the quality management systems are made up of the quality management practices and therefore the two cannot be separated.

The studies have also used similar measures in measuring quality management. For example, the study by Sadikoglu and Olcay (2014) and Jong, Sim and Lew (2019) considered leadership, strategic planning, customer focus, workplace focus, operation focus, management analysis and knowledge management as TQM practices. Besides, the study by Jingjing, et.al, (2017) used top management leadership, quality policy, the role of the quality department, training, process management, quality information and analysis, employee relations and supplier QM as dimensions of quality management practices. The study by Worlu and Obi (2019) measured quality management using the performance of suppliers, customer focus, the use of statistical process control and quality information, benchmarking, involvement, training and empowerment of employee.

Methodology

Four out of the five reviewed studies used primary data collected using questionnaires (Sadikoglu & Olcay, 2014; Jong, Sim & Lew, 2019; Jingjing, et al., 2017; Worlu & Obi, 2019). Three out of these studies used cross-sectional research design (Sadikoglu & Olcay, 2014; Jong, Sim & Lew, 2019; Jingjing, et al., 2017) while Worlu and Obi (2019) used descriptive research design. One study by Muiruri (2016) used secondary data and adopted the conceptual research design approach. Besides, three quantitative types of research computed descriptive and multiple regression analysis with only Jingjing, et al., (2017) using structural equation modelling.

Findings

The studies agreed that quality management practices influence organizational performance. The study by Sadikoglu and Olcay (2014) found TQM practices to have a significant influence on various performance measures. Jong, Sim and Lew (2019) found a partial correlation between TQM practices and project performance within the construction companies. Besides, Jingjing, *et al.*, (2017) found that hospitals benefited significantly through the adoption of QM practices. Furthermore, TQM was found to significantly affect the performance of organizations and customer satisfaction in a study by Worlu and Obi (2019).

Divergent Analysis

Conceptualization of the problem

All five studies despite capturing on the aspect of quality management, they did not incorporate the element of monitoring and evaluation. Despite all the five studies focusing on the relationship between QM and performance, they were in different contexts. For example, Jong, Sim and Lew (2019) studied performance in the construction industry, Jingjing, *et al.*, (2017) focused on public hospitals and the study by Worlu and Obi (2019) focused on the performance of Water Group. None of the five studies reviewed showed the role played by monitoring and evaluation in Total Quality management.

Methodology

The research designs used by the studies differ. The studied by Sadikoglu and Olcay (2014); Jong, Sim and Lew (2019) and Jingjing, *et al.*, (2017) used cross-sectional research design. The study by Worlu and Obi (2019) used descriptive research design and lastly, Muiruri (2016) used conceptual research design approach. The target populations considered by the studies were also different. Sadikoglu and Olcay (2014) targeted member firms to Turkish Quality Association; Jong, Sim and Lew (2019) targeted construction firms from CIDB of Malaysia. The study by Jingjing, *et al.*, (2017) targeted quality directors and managers selected from public hospitals in Zhejiang Province, China. Worlu and Obi (2019) targeted Cway Water Group, Lagos. Despite the study conducted in Kenya by Muiruri (2016) targeting Kenya's public sector organizations, the study used secondary data.

Four qualitative studies reviewed (Sadikoglu & Olcay, 2014; Jong, Sim & Lew, 2019; Jingjing, *et al.*, 2017; Worlu & Obi, 2019) used questionnaires as data collection tool but the study by Jingjing, *et al.*, (2017) combined secondary data through empirical research. The studies also analyzed data collected using different techniques. The study by Sadikoglu and Olcay (2014) computed exploratory factor analysis and multiple regression analysis. Jong, Sim and Lew (2019) and Worlu and Obi (2019) used multiple regression analysis. The hypothesis that QM and performance are related was tested by computing Structural Equation Models (SEM) (Jingjing, *et al.*, 2017).

Only one study (Jingjing, *et al.*, 2017) developed and tested the research hypothesis. None of the studies tested the relationship and direction between the variables using analysis techniques like correlation analysis.

Findings

Since the studies measured performance in different contexts, the findings cannot be applied in other sectors. For instance, the study on the performance of construction industry (Jong, Sim & Lew, 2019) cannot be applied in the public sector because construction industry performance is measured using financial measures while for the public sector, being a non-profit driven organization, is measured using non-financial measures. The study by Sadikoglu and Olcay (2014) found that companies should increase employee involvement in TQM practices, improve the structure of the company, and provide required resources; this will help them overcome the challenges preventing the effective implementation of TQM. This study focused on firm performance but dwelled more on the aspect of employee performance. Jong, Sim and Lew (2019) found that Operation and workforce focus was considered to be the most dominating TQM aspects that affected

performance. These findings showed only two measures and they focused on project performance and not organization performance.

Jingjing, Zhen, Yujia, Min, and Zehong (2017) established that hospitals benefited significantly through the adoption of QM practices. The authors also established a direct link between employee relations and process control with the public hospital's health and non-healthcare performance. These findings cannot be applied to other organizations other than hospitals.

In the study by Worlu and Obi (2019), TQM was found to significantly affect the performance of Cway Water Group, Lagos and that it has a positive effect on customer satisfaction. Muiruri (2016) established that adoption of QM systems improves service delivery and product quality by reducing complaints and ensuring that products meet international standards. The study also found that quality management systems are mainly implemented to make sure the attention directed to quality is adequate and therefore ensuring the transactional process is error-free, reduce customer complaints and enhance customer satisfaction.

Summary of the Gaps

The conceptual, methodological and contextual gaps of the five articles reviewed are presented in this section. The studies focused on QM and performance, but the performance was viewed in different contexts. For example, Jong, Sim and Lew (2019) studied performance in the construction industry, Jingjing, *et al.*, (2017) focused on public hospitals and the study by Worlu and Obi (2019) focused on the performance of Water Group. None of the five studies reviewed showed the role played by monitoring and evaluation in Total Quality management. This is despite M&E being found to help in enhancing transparency and building performance culture thus supporting healthy management as well as policymaking and this includes the budget-making process (Mosse & Lewis, 2015).

The research designs used by the studies differ. These included cross-sectional research design, descriptive research design and conceptual research design approach. The study target populations were also different Sadikoglu and Olcay (2014) targeted member firms to Turkish Quality Association; Jong, Sim and Lew (2019) targeted companies from CIDB of Malaysia. The study by Jingjing, *et al.*, (2017) targeted quality managers and directors of large public hospitals in Zhejiang Province, China. Worlu and Obi (2019) targeted Cway Water Group, Lagos. None of these studies was conducted among organizations in public sectors in Kenya hence the need to fill this research gap. The study conducted in Kenya targeting Kenya's public sector organizations, the study used secondary data. There is a need for a study to be conducted using primary data for in-depth understanding and also to compare the research findings.

Four qualitative studies reviewed used questionnaires as data collection. Future studies should consider using semi-structured questionnaires to allow the collection of additional information. Also, interviews can be used to shed more light on quality management practices in organizations. One of the five studies reviewed (Jingjing, *et al.*, 2017) tested the research hypothesis but used SEM, future studies should consider the use of ANOVA and F-test to test the research hypothesis.

Conclusions

This paper concludes that quality management is important for organization performance. Despite its great importance in improving performance, its application in public sectors in developing nations remains significantly low. To ensure improved service delivery to its citizens, the government should ensure quality management practices are implemented and followed. Also, the adoption of monitoring and evaluation practices can help improve organizational performance in public sectors. The study found that adopting the M&E framework throughout the entire organization can help in transforming the public sector through the promotion of capacity building and decision-making that supports the delivery of services to the public.

Recommendations

The study recommends public organizations to adopt monitoring and evaluation frameworks to improve service delivery. This should be adopted along with quality management practices. It is also important to ensure that the employees are equipped with the relevant skills required for the monitoring and valuation process and to implement the quality management practices.

When determining the performance of the organization, this paper recommends public sector organizations to consider inventory control, employees, innovation, social responsibility, customer results, market and financial performance as well as operational performance. During the implementation of TQM practices, the following factors should be considered: leadership, knowledge and process management, training, supplier quality management, customer focus, and strategic quality planning.

Besides, future studies should be conducted on the influence of monitoring and evaluation skills on the relationship between QMS and performance in public sectors projects in Kenya. The studies should use both qualitative and quantitative research designs to provide comprehensive research findings. The studies should also consider using F-test and ANOVA to test the relationship between the variables. Management level employees in the public sector organizations should be considered as the unit of observations because they are the ones with direct interaction with quality management and monitoring and evaluation practices.

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Author's Biography

Stephen K. Muchoki is a PhD. Student and a healthcare provider with a wide experience in handling people with various disability mainly of musculoskeletal. He is also a counseling psychologist and has been a part time lecturer at Kenya Medical training institute and widely involved in teaching in teaching of medical students from this college in their practical attachments. He has a great interest in research and has attended various research conferences both physically and virtually.