

**INFLUENCE OF SELECTED TOTAL QUALITY
MANAGEMENT PRINCIPLES ON THE PERFORMANCE OF
THE INDEPENDENT ELECTORAL AND BOUNDARIES
COMMISSION IN WEST POKOT COUNTY, KENYA**

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**A Research Project Submitted In Partial Fulfilment of the Requirements for the Award of
the Degree of Master of Arts in Project Planning and Management, University of Nairobi**

2019

DECLARATION

I declare that this research project is my original work and has not been presented to any other university.

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DEDICATION

I dedicate this study to my children Nicole, Neville and Natalie. Your love made me strive for the best.

ACKNOWLEDGEMENT

I would like to express my sincere appreciation to my supervisors Dr. Patrick Simiyu and Grace Were for tirelessly guiding me in the development of this research project. Secondly, much goes to my children, husband, mum, sisters and brothers, and friends for their moral support. Thirdly, I register appreciation for the support received from the University of Nairobi staff, Kitale Centre staff for enabling me access adequate literature that facilitated development of this project. I also would like to acknowledge the respondents of this study for participating in the research by contributing necessary data against which the findings have been determined. Last but not least, am grateful to God for abundant mercy and grace enjoyed.

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ABBREVIATIONS AND ACRONYMS

AVEW	Annual Voter Education Week
CAA	Constituency Administrative Assistant
CEC	Constituency Elections Coordinator
ECK	Election Commission of Kenya
IEBC	Independent Electoral and Boundaries Commission
KEPSHA	Kenya Primary Schools Head Teacher's Association
KSSHA	Kenya Secondary School Heads Association
KICD	Kenya Institute of Curriculum Development
KSG	Kenya School of Governance
SES	Socio Economic Status
STQM	Strategic Total Quality Management
TQM	Total Quality Management
FPE	Fresh Presidential Elections

ABSTRACT

Recent researches have shown that TQM improves organization's performance. However, little studies have been carried out, even as IEBC performance has been faced with a lot of quality performance issues that is why the researcher carried out a research on the above subject in West Pokot County, Kenya. The study achieved the following objectives: To establish how focus on the customer principle influence performance of IEBC in West Pokot County; to determine how long term commitment principle influence performance of IEBC in West Pokot County; to establish how problem prevention principle influence performance of IEBC in West Pokot County and to establish how quality as everyone's job principle influence performance of IEBC in West Pokot County. The research is based on the assumption that the adoption of TQM principles influences the performance of the IEBC in West Pokot County. Ex post facto research design and descriptive research design was used. The target population in this case was 180232 registered voters of West Pokot County. The sample size was 399 respondents of which 8 were IEBC staff in the four constituency offices of the county. Questionnaires and interviews were used by the researcher to collect data and the pilot study was done in the neighboring Trans Nzoia County. The split half technique was used to establish the reliability of the instruments. The researcher used descriptive statistics to analyze data. The major findings were that focus on customer with a mean of 4.8933 influence IEBC performance most followed by problem prevention with a mean of 4.8419 where the maximum score was 5. Based on the research findings, IEBC should adopt the principle of focus on customer and principle of problem prevention as the two principles greatly influenced performance of IEBC in West Pokot

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Most institutions worldwide have principles that guide attainment of institutional objectives and goals. The principles are meant to ensure effectiveness and efficiency in service delivery to clients and hence indicative of institutional performance. Institutions in charge of national elections, just like other institutions have adopted certain principles to guide the organization to realize their objectives.

The principles constitutes strategies in Total Quality Management (TQM). TQM is a management philosophy that aims at bringing together organizational functions which include finance, marketing, engineering, production, design, customer services so as to satisfy customers and organizational objectives. Shewhart, (1931) held that to determine if the process is in control or stable or being affected by fixable cause; the use of techniques in statistics should be employed. The study recommended modern day quality tools such as control charts

The attempt made quality relevant for the process rather than for the finished product. The focus on preventing defects and quality assurance lead to an approach that was proactive through use of modern equipment. This increased the involvement of other functions through total quality control, which motivated managers to actively seek perfection. Such endeavor was perceived negatively as acting on defects that hurt an organization, but positively it made an organization to obtain competitive advantage. Strategic quality management is concerned with strategic impact and view quality as competitive opportunity and hence emphasizes on the market and consumer needs. In this regards, “the methods for STQM is strategic plan, setting of goals and

organization mobilization to declaring that, quality as everyone's job is the first principle to be recognized ", Feigenbaum, (1956). It is about quality process and quality service or product. According to Feigenbaum, (1956), the starting point of control should be in the design of service or product and can only end when a satisfied customer has received the product or service. Since early 1970s the quality of democratic processes in many wealthy democracies has been affected by the rising inequality in economy since poor citizens are excluded from electoral activities such as party membership, voting and participation in politics. (Jorke, 2016; Solt, 2018). Griffin & Newman, (2005) show that minimal or no socio economic resources such as education and income results to little participation and hence poor communities are left out of the electoral process threatening egalitarian principle. Gollego, (2007); Lijphart, (1997) and Schafer, (2009) said that citizens of a democratic nation can exercise democracy by voting. In some countries voting is mandatory. However, in America, voting is voluntary and a significant part of the electorate does not take part in this democratic right. But why people in America do not exercise their voting right? There are so many reasons why Americans stay away from the ballots. The socio economic factors that affect people's willingness to vote are "geographical location, age, gender, level of education, ethnicity, religious affiliation, earnings, social position and daily activities" (Cummings & Wise). Through voting, people have the power to make a difference and to contribute to the democratic process in their countries. Unfortunately, in some other countries like the United States of America, people do not make an effort to vote massively as a way of practicing their rights. In 2004 election, only 58.3% of the American people voted (Cummings & Wise). If people would, perhaps, have a greater impact on government. Studies have connected socio economic variables like education and income to elections (Schlozman & Brady, 1995). In their study of 324 legislative elections conducted in 91 electoral democracies

from 1972 to 1995; Blais & Dobrzynska, (1998) found out that socio economic environment highly influenced turnout in an election. This was according to their study of 1972 to 1995 in 324 elections. However, Fornos et al. (2004) disagreed that the socio economic factors had any significant impact to turnout in South America.

“In Africa, voters seem concerned about a retrospective or prospective vote” (Dubois, 2007). So if former candidate made it possible to improve the economic aggregates they will continue to vote him or if the new candidate promises a better future (reduction of unemployment, etc.) they will give him their votes. Exchanging votes for money and intimidating people politically are hallmarks of election campaigns in African. Bratton, (2008) reported that, out of every five Nigerians one is personally approached to sell their vote ; and in every ten, one is threatened with election related violence. In most cases, it is the poor living in rural areas that are exposed to effects of electoral violence. These effects may include: reduced turnout; and loyalty enhanced through vote buying. Sometimes the politician’s wishes may not be assured because most people view campaign manipulation as a vice. The concerns about unemployment, corruption, crime, infrastructure and education voiced by the young people are identified as top problems facing South Africans.

Simon and Posner (2002) reported that a decline in economy affects negatively the ratings of sitting African governments. This public dissatisfaction is commonly expressed or shown through apathy rather than voting for opposing candidate during elections.

Lower voter participation is not an indication that people are no longer interested in politics. There are other ways of people involvement in politics such as social media and mass protests. Turnout in an election is an indication active involvement in government by citizens. A stable and thriving democracy is indicated by high turnout. Apathy among the voters is in most cases

caused by a suspicious electoral process. There is a concern that many people will shun February's presidential elections in Uganda. They cite myriad issues, some think voting won't lead to leadership change, some that the elections are rigged, and others argue that the country's leadership has failed to improve their lives. "There is no need of voting. Ugandans remain poor, and every time we vote, nothing changes," (2015). This frustration is shared by millions of Ugandans. In the 2011 presidential elections, quite a good number of people registered as voters failed to cast their vote. In 1996 and 2001, when the current president was still popular, voter turnout was 72.6% and 70.3% respectively. In 2006, it dropped to 69.7% and in 2011, it fell to 59.3%. The number of eligible voters has been growing from 13 million in 2011 to 15 million in 2016, but still voter turnout was even lower. Dr. Sewanyana (2015), was quoted as he expressed that, "there is still no adequate health care". He notes that voting in Uganda is a waste of time since leadership is recycled and main problems like unemployment and salary increment are not addressed.

A World Bank analysis of the annual Gross Domestic Product (GDP) growth rate for Kenya indicates a correlation between low economic growth and electioneering periods. Each of the general elections since independent Kenya has been characterized by events which would in turn have an impact on Kenya's political economy. Most Kenyans feel that after general elections nothing improves that can put smiles in their lives therefore they see no need of going to the polls. "Voting is a habit" (Ouko, 2015) but good leadership after the vote isn't the result of the habit.

In Europe and across Africa, the principles of customer focus, long term commitment, quality as everyone's job and problem prevention are critical in ensuring a successful election process is realized in general elections. It is in this manner that the principles referred here are conceived as

institutional principles that the researcher intends to investigate in line with the election institutions rating the four principles are key in establishing the extent to which general election was successful and hence favorable performance, successful election without repeat election.

The table below shows the voting trends in Kenya since 2002 to demonstrate low voter turnout against the registered voters.

Table 1 General election voter turnout trend in Kenya since 2002.

Year	Registered voters	No. of new voters	Votes cast	Spoilt votes
2002	10451150	10451150	5975910	114006
2005	11800000	1348850	6158072	180400
2007	14267764	2467764	9877028	97601
2010	12616627	1651137	9106285	218633
2013	14352533	1735906	12330028	108975
2017	19611423	5258890	15593050	411510
2017(FPE)	1961142	5258890	37616217	37713

Source: IEBC manual 2018

In most established democracies the trend of voter turnout has been declining since 1980s. Low voter turnout is usually considered to be undesirable as it should not exist where adequate voter education has been done. Consequently, West Pokot County is no different in its voting trends either. Over the years, voter turnout has been declining in general elections. Even up to the ward

level, the trend is all the same. The tables below proves that, even as population of eligible voters of West Pokot County increases, the voter turnout continues to decrease

Table 2. Voter turnout in general elections since 2007 for West Pokot County.

Year	Registered voters	No. of new voters	Votes cast	Spoilt votes
2007	76659	76659	53151	365
2013	120986	44327	100878	721
2017	180241	59255	151086	448

Source: IEBC West Pokot County Registry 2018

Even though the percentage voter turnout shows an increase over the years, the voter turnout compared to the registered voters is still low and this prompted the researcher to investigate the influence of adopting Total Quality Management principle at The IEBC. Voters constitute IEBC customers and subsequently their level of satisfaction of the services of the common staff is critical. Are the prospective voters dissatisfied with the registration process successfully? Are those who registered satisfied with the internal environment in general elections? How does the principle of focus on customer influence the service production by IEBC in the general election? Spoilt votes clearly show there is something wrong with voter education as inadequate education may result into inability for voters to cast their votes appropriately.

It is evident that over the years in different parts of the world, voter turnout is decreasing. This affecting democracies in most countries. Therefore, governments have to come up with ways of motivating voters so that they can turnout in large numbers to vote even in the lowest level of political administration. Civic education and voter education should also be intensified so as to

address the issue of spoilt votes. IEBC should embrace the principle of long term commitment and problem prevention so as to the spoilt votes are not heard of.

1.2 Statement of the problem

Voter turnout is declining in most stable democracies in the world since the 1980s. This is very alarming as democracies perform better when more people vote. The cause of low voter turnout has been attributed to the performance of the election agency in charge of registration of voters, voter education and organization principles. TQM principles have been adopted by many organizations to enhance efficiency and effectiveness in handling election process. The election in developed countries just like those in developing countries continue to encounter challenges associated with election process management. Studies have connected socio economic variables such as income and education to voting (Schlozman & Brady, 1995). It is not enough to adopt technology and have adequate human resource. Globally the need to strengthen democracy require adoption of TQM principles to ensure successful elections. Since early 1970s the quality of democratic processes in many wealthy democracies has been affected by the rising inequality in economy since poor citizens are excluded from electoral activities such as party membership, voting and participation in politics. Solt, (2018). Kenya's IEBC and in particular West Pokot County IEBC staff, organization principles are critical in exploring the scenario of quality elections and hence the need to unravel how quality service principles influence IEBC performance in West Pokot County. Scenario of spoilt votes and repeat election as a result of challenged election process has continued to influence negatively voter's attitude to elections hence leading to low voter turnout. Voter turnout and spoilt votes are indicators of voter apathy and poor voter education, which greatly reflect IEBC performance status. On the other hand, successful election with no spoilt votes and minimal court cases reflect a successful election

1.3 Purpose of the study

This study investigated the influence of the adoption of Total Quality Management Principles on the performance of Independent Electoral and Boundaries Commission (IEBC) in West Pokot County, Kenya.

1.4 Objectives of the study

- i. To establish how focus on the customer principle in TQM influences performance of IEBC, West Pokot County
- ii. To determine how long term commitment principle in TQM influences performance of IEBC, West Pokot County
- iii. To assess the extent to which quality as everyone's job principle in TQM influences performance of IEBC, West Pokot County
- iv. To establish how problem prevention principle of TQM influences performance of IEBC, West Pokot County

1.5 Research questions

- i. How does focus on the customer principle in TQM influence performance of IEBC in West Pokot County?
- ii. How does long term commitment principle in TQM influence performance of IEBC West Pokot County?
- iii. How does quality as everyone's job principle in TQM influence performance of IEBC in West Pokot County?
- iv. How does problem prevention principle in TQM influence performance of IEBC in West Pokot County?

1.6 Significance of the study

The findings of this research are informative as they provide vital information to different stakeholders. The findings may therefore enable the IEBC in adoption of total quality management principles so that the public can have more trust in their formal undertakings. Other IEBC offices in other counties may also learn to improve on their services. Finally the study may be significant to the researchers as it may be used to identify information gaps besides being and for reference.

1.7 Delimitation of the study

Delimitation refers to the scope of the study. This research was delimited to registered voters of West Pokot County, Kenya, who constituted accessible population, and subsequently respondents of the study. The IEBC staff in the four constituencies took part as key informant respondents. No other person was investigated.

1.8 Limitations of the study

The researcher anticipated to encounter some limitations given that information sought may not be given by particular IEBC staff without authorization. A permit was be sought before collecting data as this helped establish a research protocol and subsequently a rapport with respondent.

1.9 Assumptions of the study

The assumptions of the study were that questionnaires would be filled by the respondents independently and that the respondents will not view interview as political campaigns. The researcher also assumed that the data to be collected reflected entirely on the adoption of TQM principles on performance of IEBC in West Pokot County, Kenya.

1.10 Definition of significant terms

Adoption: Voluntary accepting or making something or principles to be one's own in practice in order to influence own activities.

Focus on the customer: Maximum attention given to the clients in providing goods or services in so that expectations of the customer are met and subsequently influence organization's performance.

Influence: The ability to have a favorable or unfavorable effect on something.

Long term commitment: Is a principle that gives attention to a process and customer for a number of years and this may result into favorable performance.

Performance: This is an achievement that has been obtained through completing a task by following set rules. It refers to the efficiency and effectiveness as seen in a successful process marked with a high voter turnout and competitive advantage.

Principles: This a settled rule of action that guides and influence something.

Problem prevention: This is principle that is used to deter defects from happening by promoting favorable results at the end hence reflecting in specific results.

Quality as everyone's job: This principle encourages each person's cooperation in ensuring that the end results of a process are favorable/are as desired /meet the objectives or goal of an organization hence the resultant change.

Total Quality Management: This is the maximum attention accorded towards the production of a service or product and meeting the customer specifications so

that the end results are satisfying.

1.11 Organization of the study

The study consists of five chapters. The first chapter introduces and presents background to the study, statement of the problem, purpose of the study, research questions, hypotheses, and significance of the study, delimitation, and limitations, assumptions of the study, definition of significant terms and organization of the study.

Chapter two contains literature review on the concept of the adoption of Total Quality Management principles and performance, focus on the customer and performance, long term commitment and performance, problem prevention and performance, quality as everyone's job and performance, theoretical framework, conceptual framework, summary of reviewed literature and knowledge gap.

Then chapter three follows which presents the research methodology, research design, target population, sampling procedure and sample size, research instruments, validity and reliability of research instruments, data collection procedure, data analysis techniques, ethical considerations and operationalization of variables table.

Chapter four presents data analysis, interpretation and discussion of findings. While chapter five gives summary of findings, conclusions recommended and suggestions for further study. Additionally, there is references and appendices sections.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents literature reviewed on related study using the following themes. The concept of TQM principles and performance of IEBC, the principle of focus on customer and performance of IEBC, the principle of long term commitment and performance of IEBC, the principle of problem prevention and performance of IEBC and the principle of quality as everyone's job and performance of IEBC. Besides, there is empirical study, theoretical and conceptual framework, summary of reviewed literature knowledge gap.

2.2 Concept of Total Quality Management principles (TQM) and performance of IEBC.

Credible electoral process starts in earnest at the registration of voters. Such a process requires the adoption quality service principles. In this regards, the registration of voters is a primary function of the IEBC. All the services undertaken by the IEBC are guided by the total quality management principles. . (Kaynak, 2003), asserts that, for an organization to improve its performance, other TQM dimensions have to be implemented. For IEBC to design its service to be of high quality and most effective then it has to embrace quality as everyone's job principle. The goal is to ensure the customer remains satisfied. The IEBC is in charge of not only registration of voters but to enhancing a smooth electoral process. Such a process requires provisions of enhancing democracy through voter and civic education on why it is important to participate in an election. For the IEBC to achieve its objective, of a democratic process, there is need to adopt the principle of focus on customer since this principle ensures that the needs of the voter, candidate and the political party is adequately addressed and by extension the election

process. This is a bigger approach that makes the customer the central focus. Problem prevention principle in total quality management is also key in IEBC service delivery. This principle encourages the identification of social and environmental factors influencing voter turnout in general election. Principles of TQM are important in a process of making a decision in any advocacy that influence leadership choice or product. Interest groups and candidates mobilization influence individuals to cast their vote. Van Ham & Smets (2013), believed that social interactions are informative about candidates and how elections are done hence lowering election costs. The socialization model seeks to explain voter turnout on the individual level. It highlights developments during childhood and early adulthood as key phase determining political behavior as an adult. Variables used in this context are parental social class, political discussion and parental education.

The socio economic factors that affect people willingness to vote are “geographical location, age, gender, level of education, ethnicity, religious affiliation, earnings, social position and daily activities” (Cummings & wise,). The factors mentioned above have influence on people during elections but it does not imply that people solely on them to vote. For instance, age, it is known that older people are usually more conscious of the important of voting and that they exercise this right in great numbers when compared to young adults. According to Pacheco & Phitzer, Shields and Goidel, (1997), citizens who are more educated have a higher probability of voting. The higher the level of education, the better the turnout. Learned people have skills to understand the operation of a civic process. People who are wealthy produce high turnout rates (Rosenstone & Hansen, 1993) (cf., Filer, Kenny, & Morton, 1993); (leighley & Nagler, 1992). People who are hit the most during an economy decline are most likely to stay away from an election and hence low voter turnout. (Radcliff, 1992; Rosenstone, (1982). Frey, (1971), said that higher

earning people pay the highest price of opportunity cost for the time spent on voting. But according to Rosenstone & Hansen, (1993) there are social and physiological gains for rich people voting. Turner, Shields and Sharpe, (2001) believes that as an individual grows old, the higher their probability of voting but the probability starts declining at the age of 75.

2.3 Principle of quality as everyone's job and performance of IEBC.

Good quality is achieved when everyone in an organization participates equally, (Wong & Kanyi, 2008). Political parties, the voters, IEBC need to all focus on a successful general election by working together towards that success. Whereas the political parties identify a candidate to take part in the general election, the quality of a candidate is key as the electorate expectation is to vote for a progressive leader. Voters should therefore be given a chance to vote for the most suitable candidate and hence their participation in voter registration is their responsibility which can be demonstrated by actually going to vote. IEBC on the other hand should ensure the internal environment is conducive by ensuring all qualified persons are registered before the general election hence reducing the number of people not qualified to vote. The IEBC should also ensure that the polling stations are opened in time and all voters are encouraged to vote by working with agents of political parties to identify accurately the candidate one wishes to vote for. Such support minimizes spoilt vote scenario which has continued to cast negative perception to an election process. Political parties should make adequate arrangements for voters to travel to and from the polling stations to minimize failure to go and vote as a result of old age, sickness or as a result of disability.

Attitudes in the Verba and Nie, (1972) model were the mechanisms that determined if an individual would choose to participate in the electoral process. If an individual feels that he has the skills to effectively care about the problems facing citizens like themselves, that individual would be more likely to participate in the political process. Social status is important in that it generates inhibiting

or non-inhibiting attitudes of political activity participation (Verba & Nie 1972, 19). The results from Timpone's study conclude "the single most influential force in bringing recent registrants to the polls is the perceived candidate difference" (Timpone 1978). Leaders systematically matter more to certain types of voters and systematically less to others. Hence, attitude of voters to a candidate can either be positive, negative or neutral. This attitude determines whether there may be a high voter turnout or low. "The likelihood of someone voting in an election is influenced by the attitude difference between the persons preferred candidate and the other candidate Holbrook et al., (2001); Rosenstone & Hansen, (1993)

2.4 Principle of focus on customer and performance of IEBC

Focus on the customer is critical in ensuring successful election. Voter transportation is a technique that enhances focus on the voters external environment that include poor weather, inadequate transport and illiteracy challenges among voters has continued to undermine voter turnout. When there is rain and voters are discouraged to report to a polling station, it is important to provide adequate transport for the elderly and the sick must travel to a station more than 2 kilometers from their home. This arrangement enhances election environment that may lead to a higher voter turnout and successful election process. Illiterate voters may also be assisted to vote by ensuring assigning special IEBC staff to support them when at the polling station. The strategies to enhance participation in elections should include use of mobile polling stations for the sick, the elderly and the pastoralists' community who are nomadic.

We seek to answer these questions to ourselves. Do leaders matter more to unsophisticated voters or are they just as important to the politically sophisticated? (Brooks and Manza, 1997; 1997; Dittmar, 2015; File, 2014) did an analysis on voter characteristics of reported voters in presidential election years with a specific focus on age, race, sex and educational attainment (literacy) that were historically associated with turnout. Non- voters are younger, less educated

and less affluent than are likely voters. Most voters are married. Huckfeldt (1979) observes that, people in a rich community are more likely to participate in apolitical process than people in a poor community but living in a cosmopolitan community increases participation.

2.5 Principle of long term commitment and performance of IEBC.

“The principle of long term commitment enhance voting environment consists of both internal and external environments. Abramson & Aldrich (1982) states that, an individual who has an internal drive is more motivated to vote. That turnout variation in different individual states is due to variations in registration procedures and level of difficulty involved.(Kelly, Ayres, & Bowen, 1967; Kim, Petrocik, & Enokson, 1975). This findings are shared by Caideira, Patterson, & Markko,(1985) who add that things such as how accessible is the location of registration, hours allocated and time of registration also affect.

2.6 Principle of problem prevention and performance of IEBC.

The relationship between voter education and performance of IEBC after every general election is one of the most debated in a recent turnout. Civil societies warned that lack of civic education could jolt the general election. “Polls could witness massive irregularities since voters are yet to be sensitized on election procedures and their rights to vote”. The more than 200 voter education providers accredited by the Independent and Boundaries Commission (IEBC) to support its 2900 officials undertaking civic education, argued that a decline in voter participation in electoral process points to a democracy deficit (2017). Gabriel Mukele, former vice chair of (ECK) attributes poor voting patterns to ignorance arising from poor performance by IEBC with regard to voter education. “There is a need now more than ever to demonstrate to the electorate why the principles of problem prevention matter. It must be understood that bad leaders are elected by good citizens who do not vote and that problem prevention by IEBC is a necessary avenue that

enables the electorate to exercise their democratic right. Tumwa underscores the importance of educating voters and recalls a time when the defunct ECK had to work closely with civil society groups due to lack of funds to promote voter education. Voter education is the surest way of problem prevention and subsequently enhanced performance of IEBC.

This study was guided by the theory of motivation. A motivating factor is something that lead to satisfaction so that someone accomplishes a certain task. And in this context, voters need to be motivated to turn out in large numbers on the voting day.

Motivation of the voter plays a key role in ensuring quality choices democratically. The voter must be willing to make an informed decision. Motivated voters make smart choices. A study by Lupia, (2016) shows that Ignorant voters do not know the choices they are making and as such it has become a democracy problem. A working democracy is where voters are willing to make the right choice based on availed information. However the issue handouts is working against this. “The rationality of voting is the Achilles’ heel of rational choice theory in political science” (Aldrich, 1997). Downs (1957) notes that a voter may be motivated by other factors that are not self-centered. That where individual benefits of being informed are more than the costs involved then the individual becomes rational since they feel it is their duty to be informed. A research by Delli Carpini and keeter (1996) and, Lijphard (1997) show that the degree to which an individual voter makes an effort depends on many things such as socio economic factors and education. Employees in an organization can also be motivated through various ways so as to enhance organization’s performance.

This could be done by rewarding the most competent ones, training, empowering them and periodically doing staff appraisal. By doing this, the organization would be practicing the principle of long term commitment and problem prevention.

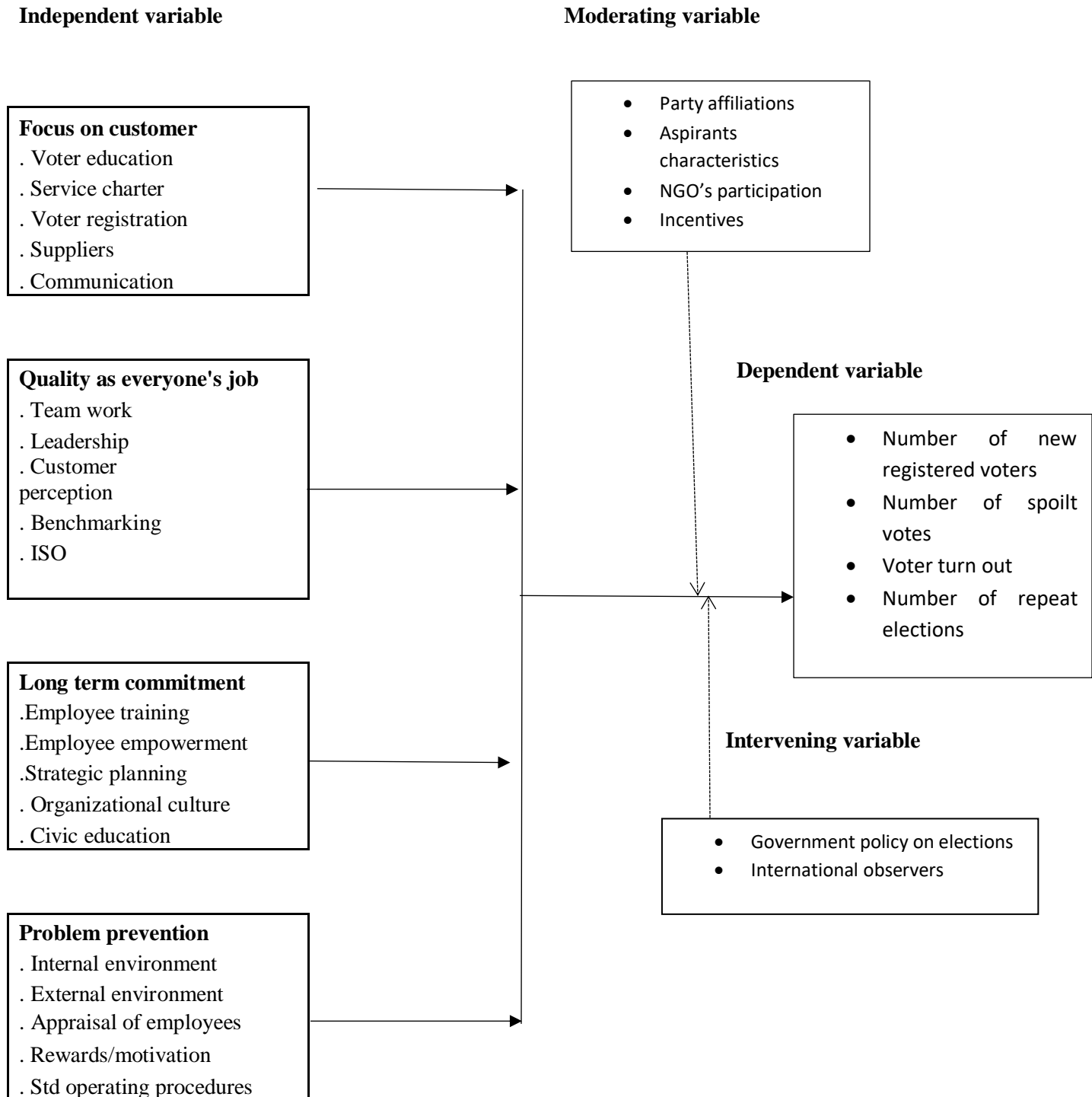
2.7 Theoretical framework.

(Maslow, 1943) stated that hierarchy is made up of five levels. These 5 levels are “physiological, safety, love and belonging, self-esteem and self-actualization”. When ones’ need is fulfilled, one needs to fulfill the next level on the hierarchy. Maslow wrote that lower needs (safety and physiological) higher needs are satisfied after the lower needs. When lower needs have been satisfied then one, will be motivated to vote hence voter turnout increases. However, Maslow (1987) later acknowledged that satisfaction may not be 100% before moving to the next level. As a motivating factor, voters have to be ferried to the polling station, reassured of their security, given handouts so that the voter turnout is increased. On the other hand, politicians are seen to have fulfilled their self-esteem therefore they would want to move to the self-actualization level. For them to ensure that citizens turn out in large numbers to vote, candidates/politicians must lead by example by casting their votes too. A politician will achieve this when he gets the seat that he was elected into. The new needs which are higher will emerge, and so on. This means that human needs are hierarchical (Maslow, 1943). It is important to see voting as the right for each person and focus on Maslow’s hierarchical needs. It is in this way that the theory is relevant to this study.

2.8 Conceptual framework

This is the grasp of interconnections between variables in the study. It presents variables required in the study. According to McGaghie et al. (2001) it provides the stage for research questions presentation which propel the research as posed by problem statement. The problem statement is what the researcher wishes to unravel

Figure 1: A conceptual framework showing influence of TQM principles on the performance of iebc in west Pokot County



2.9 Summary of reviewed literature

The study's literature review was based on the theoretical framework. Maslow's theory of motivation was explored and explained in relation to the study variables. Literature review was based on the four themes of the study objectives.

2.10 Knowledge gap

From the foregoing study, it is evident there is adequate information on voter turnout in relation to the voter characteristics and the environmental factors. However, previous studies did not explain how principles of TQM influence a process in ensuring efficiency and effectiveness. An election process may be influenced by the customer's characteristics besides the principles that govern the process of the election. It is thus important to establish how Strategic Total Quality Management principles influence voter turnout and subsequently success of election process. Although Blais and Dobrzynska, (1998) found out that socio economic environment has strong effect on voter turnout, there is no mention of whether other factors influence voter turnout. Fornos et al, (2004) findings provided contrary findings to those of Blais and Dobrzynska in Latin America.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter briefly describes the methods and steps used by the researcher in the study. It describes the design that was used, target population, sampling procedure, types of sampling, instruments of research, procedures of collecting data, validity of the instrument, instrument reliability, techniques of analyzing data and ethical considerations and operationalization of variables table.

3.2 Research design

According to Sekaran (2003), a study design is a framework upon which decisions are made on how data collection is done, analyzed, interpreted and the conclusions derived from them. Ex post facto research is used when it is difficult to manipulate characteristics of the participants. The fact has to happen first before investigation begins and the researcher doesn't interfere. I was interested in finding out how the adoption of TQM principles influence performance of IEBC. I can only ascertain whether the customers were served, problems were well prevented, there are long term commitments and if quality was everyone's job after the general elections because that is when the IEBC staff interact mostly with their clients. Descriptive research design was also used where the happenings were observed.

3.3 Target population

Target population refers to the entire group of individuals or objects to which researchers are interested in generating the conclusions. Target population has varying characteristics and is also

known as the theoretical population. . Mugenda and Mugenda (2003) defines it “as the researcher’s interest group in its entirety”. According to the IEBC (2017), West Pokot County has 180232 registered voters. Therefore, our target population in this study is 180232 registered voters.

Table 3. Target population

CONSTITUENCY	TARGET POPULATION
Kapenguria	55601
Sigor	33929
Kacheliba	42632
Pokot South	48070
TOTAL	180232

Source: IEBC West Pokot County registry

3.4 Sampling procedure and sampling size

A sample is the chosen representative fraction of the population for survey. According to Kothari (2004) he describes a sample size is “a sub-set of the total population that is used to give the general views of the target population” This section presents sampling procedures that were used and the sample size

3.5 Sample size determination

The study used a formula by Yamane, (1967). Yamane (1967) provided a simplified formula to calculate sample sizes. A 95% confidence level and $P= 0.05$ are assumed for equation below.

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n was sample size

N was population size

e was the level of precision

in this case our sample size was 399

The researcher adopted the probability type of sampling where each member of the probability group had an equal chance of being selected in the sample. Out of the 399 targeted respondents, 8 are the IEBC staff of their respective constituencies where they are employed.

3.6 Sampling procedure

Ogula, (2005) wrote that, the sampling process is choosing the number of individuals for a research such that the chosen group represents the larger group (target population). In this research the cluster sampling procedure was used. Our target population was drawn from the four constituencies of West Pokot County, Kenya.

Table 4. Sample size

RESPONDENTS	SAMPLE SIZE
Kapenguria	121
Sigor	73
Kacheliba	93
Pokot South	104
IEBC staff	8
Total	399

3.7 Research instruments

Research instruments are tools designed for data collection that will be analyzed. In this study the researcher used interview and questionnaire. As indicated by Robert wood foundation, (2006); to interview participants in a study is to ask questions and get immediate answers. The interviews were mainly face-to-face. The second tool to be used was the questionnaire. A questionnaire is a data collection instrument consistent of a series of questions and other prompts for the purpose of gathering information from respondents (Wikipedia, 2012). The pilot study was done in Trans Nzoia County, which neighbors West Pokot County. This helped identify problems that the respondents encountered and also, if the items in the instruments yielded the required information for the study.

3.7.1 Pre testing questionnaire

A pilot sample of 2% of the population was used to pretest the questionnaire. “The 2% is considered adequate for ascertaining both reliability and validity of instrument” (Best& Kahn, 2007). Determining content validity of the questionnaire was done at 3 levels which included the scrutinizing the questionnaire instrument during the proposal defense. Additionally, the copy of the approved questionnaire was pre tested to the 2% pilot sample besides the scrutiny by the research supervisor. The feedback on the questionnaire from the 3 levels showed that some items were unclear and hence were subjected to review to improve their effectiveness in capturing relevant data. Furthermore, the length and layout of the questionnaire was rebuilt to enhance the ability to achieve the desired validity. In this regard, the content validity testing of the instrument was finally authenticated by the research supervisor. “The questionnaire reliability test was based on the criteria for determining the strength of relationship between variables”. (Schumacher & Mcmillan, 2010). The criteria was based on split half technique. The results represent the degree to which two halves of test are equivalent or consistent in terms of its items. The process involves scoring the odds and even numbered items separately and applying Pearson correlation coefficient formula. Where Pearson’s correlation coefficient obtained is from 0.6 to 0.8 representing half of the reliability of the instruments, this will indicate a substantial relationship. Since the computation of the data yielded a reliability of $r = 0.8$, this reflected the magnitude of the relationship for the questionnaire hence the questionnaire was considered reliable tool for measuring the influence of the independent variable on dependent variable. The pilot study findings confirmed that the study will based on four levels of measurement namely; nominal, ordinal, interval and ratio and that descriptive and inferential statistics would be appropriate in analyzing various types of data categories.

3.8 Instrument validity

An instrument is valid if it works as it is expected to work. Bond, (2003) sees “validity as the core of any form of assessment that is trustworthy and accurate”. The researcher used the content validity which is concerned with how well the content of the instruments samples the kind of things about which conclusions are to be drawn. In this regard the supervisor confirmed the validity of the questionnaire and interview instruments.

3.9 Instrument reliability

A test can be said to be reliable if it produces same results when it is used by different researchers under stable conditions. If the results are differ then the test is unreliable. Reliability of a test is the extent of freedom from errors of measurement. A measurement becomes less reliable with increasing errors. (Fraenkel & Wallen, 2003; Mcmillan and Shumacher, 2001, 2006; Moss, 1994; Neuman, 2003). The researcher employed the split half method in the pilot study to determine the instrument reliability. This happened before the actual research was done. Kerhinger (2009) writes that “If the reliability of the instrument that is obtained is between 0.5 and 1.0 , the instrument will be deemed reliable”.

3.10 Data collection procedure

The researcher obtained an introductory letter from the University of Nairobi that was used to apply for a research permit, and then proceeded to the study area for appointments with eligible voters and subsequent collection of data. The respondents were requested to participate in the research through a covering letter that was attached to the questionnaires. The researcher first conducted a pilot study that was used to ascertain instrument reliability and validity.

3.11 Data analysis technique

Data analysis is a process of inspecting data to meaningful insights. The researcher used descriptive analysis, which helps researchers summarize the data and find patterns. This includes checking the questionnaires if they were all and well filled and dividing them into sub themes for easier analysis.

3.12 Ethical considerations

The researcher assured the respondents of information confidentiality and that the given information would not be used to harm them in any way. Additionally, all respondents consented to participation in the study and were required to provide accurate and unbiased information. A research permit which was obtained from National Council of Science, Technology and Innovation (NACOSTI) demonstrates adherence to research protocol and the researcher established a rapport with all the respondents.

3.13 Operationalization of variables

Table 5. Operationalization of variables table

Objectives	Variables	Measurements	Type of analysis
To establish how the Adoption of focus on Customer principle influence	focus on customer	nominal	Descriptive
Influence performance of IEBC			
To determine how Long term commitment principle Influence	long term commitment	nominal	Descriptive
Performance of IEBC performance			
To assess the extent to which Problem prevention influence performance of IEBC	problem prevention	Nominal	Descriptive
To find out how quality Quality as everyone's job Influence performance of IEBC.	Quality as everyone's job	ordinal	descriptive
Performance			

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 Introduction

Based on the study objectives, this chapter presents thematically arranged findings. It analyses the questionnaire response rate, background characteristics of respondents in west Pokot county, focus on the customer and IEBC performance in West Pokot county, long term commitment and IEBC performance in west Pokot County, problem prevention and IEBC performance in West Pokot county and response on quality as everyone's job and IEBC performance in West Pokot county.

4.2 Questionnaire response rate

The sample size for this research was 399. Three hundred and ninety nine questionnaires representing a hundred percent (100%) were prepared and given out randomly in the area of study to be filled. Of the questionnaires; 390 were returned for analysis representing ninety seven point seven percent (97.7%). Four (4) of them representing 1.03% were incomplete or blank and therefore not used. The remaining three hundred and eight six (386) (96.7%) constituted the response rate. According to Mugenda and Mugenda (2003); for adequate analysis, we need a reporting rate of 50%. The rate of 60% would be considered as good while a return rate of 70% and above is excellent. Based on this assertion, the response rate was considered to be excellent thus allowing the researcher to proceed with data analysis.

A return rate of a hundred percent (100%) could not be achieved because of the pastoralist's nature of life making it difficult to locate their new homes. Past polling and registration clerks played a great role in assisting to distribute as well as retrieving the questionnaires from the field

4.3 Background characteristics of the respondents

This section was used for the determination of the general characteristics of the voters in West Pokot County. The information sought included gender, age distribution, length of stay in West Pokot county and if they did cast their vote in West Pokot County.

4.3.1 Distribution of respondents by gender

The voters were asked to indicate their gender in the questionnaire in order to determine the involvement of the two genders in the IEBC elections. The respondents were to indicate whether they were male or female as shown in the table 4.1 below.

Table 6: Gender profile of the respondents.

Gender of respondents	Frequency	Percentage
Male	202	52.3
Female	184	47.7
Total	386	100

The results indicate that majority of voters in West Pokot county are male at 52.3% while the female respondents were 47.7%. This shows that although the male dominated, the distribution people taking part in IEBC elections in West Pokot county is fairly even with a difference of within 6% (six) percentage points. It also indicates that West Pokot voters are almost gender balanced. This however has no effect on the outcome of the study.

4.3.2 Distribution of respondents by age

The respondents were required to select their age bracket as shown below in table 4.2.

Table 7: Age distribution of respondents

Age of respondents	Frequency	Percentage
18 - 34	183	47.4
35 – 44	92	23.8
45 – 54	68	17.6
55 and above	43	11.2
Total	386	100

The results showed that the majority of people who take part in IEBC elections are between the ages of 18 to 34 years which represents 47.4%. Meanwhile those who participated the least were 55 years and above at 11.2%. The general distribution was uneven with a decreasing trend as the number of years increased. The researcher wanted to determine which group was actively participating in elections to determine whether youth were embracing their constitutional rights and whether the old could reach the polling centers. This information is an indicator as to whether IEBC West Pokot County is succeeding in its mandate of voter education whose overall effect is to reduce voter apathy among newly registered voters.

4.3.3 Respondents length of stay in West Pokot County

The respondents were asked to indicate how long they had stayed in West Pokot County. This would help to determine if they had been participating in West Pokot matters (including elections) for long. The results of this section are indicated in the table 4.3 below.

Table 8: Length of stay of the respondents in West Pokot County.

Length of stay (years)	Frequency	Percentage
0 – 5	10	2.6
6 - 10	23	6.0
11 – 15	20	5.2
16 and above	333	86.2
Total	386	100

As per the results, a large percentage (86.2%) had resided in West Pokot County for over 16 years. The lowest number of respondents at 5.2% had stayed in West Pokot for less than two (2) years. This is important as it shows that majority respondents consider West Pokot County a permanent residence therefore most likely to participate in leadership selection through elections.

4.3.4 Respondents response on whether they did cast their vote in West Pokot County in the last general election

In the questionnaire, the researcher sought to know if the respondents had voted in West Pokot County in the last general elections. The information is important as it determines whether respondents participated in IEBC organized events in West Pokot County. The outcome is shown in table 4.4

Table 9: Response on whether the respondents did cast their votes in West Pokot County in last general elections.

Did the respondent cast vote		
in West Pokot county?	Frequency	Percentage
Yes	340	88.1
No	46	11.9
Total	386	100

The results show that majority of respondents at 88.1% participated in the last general elections while a meager 11.9 % did not. This shows that the views presented in the questionnaires are a true reflection of their interaction with IEBC officials in West Pokot County.

4.4. Findings of the study objectives

4.4.1 Focus on the customer principle and performance of IEBC

The researcher sought to know whether the IEBC West Pokot County understands customer needs, whether it focuses on the customer as the center piece of their operation and whether ensuring every vote counts can lead to achievement of its objectives.

The researcher found it reasonable to establish whether the IEBC West Pokot County focuses on the customer as a way of improving its performance. The results of the findings are indicated in the table 10

Table 10: Response on focus on customer principle and performance of IEBC.

Does the IEBC focus on understanding

Customer current and future needs?	Frequency	Percentage
Yes	324	84
No	54	14
I do not know	8	2
Total	386	100

84% of the respondents indicated that IEBC was focusing on the customer while 14% said they IEBC was not focusing on customer future and current needs. 8% of the respondents did not know. These findings are collaborated in a research by G. S. Kim (2016) who said that Customer satisfaction, employee engagement and continuous improvement are positively related to management. The majority respondent's answers are a clear indication that they feel their needs are being catered for by the IEBC West Pokot County.

The researcher sought to understand whether the achievement of objectives has a direct correlation with customer focus. The results are as indicated in the table 11

Table 11: Focus on customer principle and performance of IEBC

Indicators	Min score	Max. Score	Actual Mean	Rank
Voter education	1	5	4.8933	1
Voter registration	1	5	4.7734	2
Suppliers	1	5	4.2533	3
Communication	1	5	4.0133	4
Service Charter	1	5	3.0523	5

Legend

1 = Strongly Disagree; 2 = Disagree; 3 = Not sure; 4 = Agree; 5 = Strongly Agree

The outcome put voter education at number one with a mean of 4.8933. The response shows that respondents believe if voters are educated on the correct way of voting and how to follow procedures during the voting process then the IEBC performance will improve. According to IEBC voter education course book for primary school pupils in Kenya; “voter education addresses voter’s motivation and preparedness to participate fully in elections by providing information about voting and the electoral process”. It further says that “voter education helps to ensure that voters are ready, willing, knowledgeable and able to participate in electoral politics”. The respondents were however not sure if service charter with a mean score of 3.0523 could improve performance of IEBC performance. Customers will always tell if they are satisfied with the service or not, hence all undertakings must put customers into consideration (Covey, 2006).

All the other indicators; Voter registration (4.7734), suppliers (4.2533) and communication (4.0133) showed that focusing on the customer can improve IEBC performance in West Pokot County.

4.4.2 Long term commitment principle and performance of IEBC

The second objective was to find out the influence of long term commitment principle in TQM on the performance of IEBC in West Pokot County. The respondents had to select using a tick on a likert scale as to whether they strongly agreed, agreed, not sure, disagreed or strongly disagreed. The mean response score is indicated in the table 4.7 below.

Table 12: Long term commitment principle and performance of IEBC

Indicators	Min score	Max. Score	Actual Mean	Rank
Civic education	1	5	4.8342	1
Employee training	1	5	4.0181	2
Strategic planning	1	5	3.0155	3
Employee empowerment	1	5	2.6606	4
Organization culture	1	5	1.8808	5

Legend

1 = Strongly Disagree; 2 = Disagree; 3 = Not sure; 4 = Agree; 5 = Strongly Agree

Results of table 4.7 show that many individuals with a mean score of 4.8342 and ranked number 1; strongly agreed that civic education has an impact on long term preparation and performance

of IEBC West Pokot County. Civic education about the bigger picture. It involves experiences of learning things such as responsibilities and roles of government, mass media, citizens, political and special interests, nonprofit sectors, and the business and importance of cyclic transparent elections. This means that if all stake holders were taught to play their roles then the performance of IEBC West Pokot County will improve.

Analysis showed that organizational culture with a mean score of 1.8808 does in influence performance of IEBC as most respondents disagreed. A large number of respondents agreed that employee training influences performance with a mean score of 4.0181. They were however not sure with strategic planning as an indicator.

4.4.3 Problem prevention principle and performance of IEBC

The third objective, the researcher sought to determine how the adoption of problem prevention principle of TQM influences performance of IEBC, West Pokot County. The respondents had to indicate whether or not the adoption of problem prevention principle of TQM influence the performance of IEBC West Pokot County.

Table 13: Findings on whether staff activities during elections influence performance of IEBC

Do staff activities during elections		
Influence Performance of IEBC	Frequency	Percentage
Yes	353	91.5
No	33	8.5
Total	386	100

The findings revealed that 353(91.5%) of the respondents agreed that IEBC staff activities during elections affect/influence IEBC performance in west Pokot County. 33(8.5%) of the respondents however disagreed.

Table 14: Problem prevention principle and performance of IEBC

Indicators	Min score	Max. score	Actual Mean	Rank
Rewards / motivation	1	5	4.8419	1
Appraisal of employees	1	5	4.8341	2
Internal environment scanning	1	5	4.8393	3
External environment scanning	1	5	4.0906	4
SOPs	1	5	3.0051	5

Legend

Strongly agree-5; Agree-4; Not sure-3; Disagree-2; Strongly Disagree-1

SOPs = Standard operating procedures

The findings in table 4.9 indicate that the adoption of problem prevention principle depends greatly on appraisal of employees and offer of rewards and motivation to employees. Good remuneration motivates employees to perform well. This findings mirror those of Ajila, (1997), that show a person who is motivated intrinsically will be keen to his work to the extent to which the tasks in the work are inherently rewarding to him or her. The results of a study by Vroom, V. (1964) indicate that an individual who is extrinsically motivated will remain committed as long

as he is receiving an external reward. An employee who is enticed with occasional rewards is compelled to do more for the company s/he is working for. The respondents returning the same verdict with a mean of 4.8419 must have been convicted by the same reasoning. Internal environment scanning and external environment scanning with mean scores of 4.8393 and 4.0906 respectively were also positive indicators. The use of standard operating procedures in problem prevention however was not considered by many respondents returning a not sure rating of 3.0051. This could be attributed to the fact that many might not have understood it.

4.4.4 Quality as everyone’s job principle and performance of IEBC

In the last objective; the researcher sought to find the extent to which the adoption of quality as everyone’s job principle in sTQM influence performance of IEBC in West Pokot County. The respondents were asked whether voter education enhances IEBC performance in general elections. They had to indicate whether or not it influenced performance in general elections. Table 4.10 shows their responses.

Table 15: Response on whether voter education enhances performance of IEBC in general elections

Voter education enhances IEBC		
Performance in general elections	Frequency	Percentage
Yes	371	96.11
No	15	3.89
Total	386	100

The results revealed that 371 (96.11%) of the respondents agreed that voter education enhances IEBC performance in general elections. 15(3.89%) of the respondents disagreed. Voter education is about informing the voter by way of giving materials, information and programs on the voting processes. The main aim is to make the voter knowledgeable on the specifics of the process. In Kenya’s 2017 elections, voter education was targeted mainly at reducing the number of spoilt votes and voter apathy among new voters. The importance of voter education is captured by Schaffer (2008) who says that spurned, ignored, misunderstood or absorbed messages by the voters have implications on the quality of democracy as well as the effectiveness of the education itself.

Table 16: Quality as everyone’s job principle and performance of IEBC

Indicators	Min score	Max. Score	Actual Mean	Rank
Team work	1	5	4.2332	1
Leadership	1	5	4.2202	2
Benchmarking	1	5	3.7694	3
Customer perception	1	5	2.0518	4
ISO	1	5	1.3212	5

Legend

1 = Strongly Disagree; 2 = Disagree; 3 = Not sure; 4 = Agree; 5 = Strongly Agree

ISO = International standards organization standards

From table above, the opinion of many of the respondents indicated that embracing teamwork with a mean score of 4.2332 and sound leadership with mean score of 4.2202 would lead to improved performance through quality work. Quality can only be achieved when employees work harder for it (Wong & Kanyi, 2008). They however strongly disagreed that adhering to international standards (1.3212) can improve the quality and hence influence performance. Many respondents were not sure that benchmarking can be used as an indicator of quality. They also disagreed on customer perception at a mean score of 2.0518

An interview conducted on the IEBC staff West Pokot County the researcher sought first the background information of the officers. All officers had stayed in office for more than five years and their level of education was fairly good with the lowest being diploma and the highest degree. This shows that the officers are well educated to understand their roles and expectations and could therefore answer the interview questions objectively.

The interview results showed that indeed IEBC focuses on the customer through various activities such as mass voter registration and continuous voter registration. They also have voter education initiatives such as AVEW and currently in collaboration with KEPSHA, ministry of education, KICD, KSSHA among others have introduced voter education course books for schools. The IEBC staff believes that high numbers of voter registration can help in their long term planning hence increasing efficiency and performance. The staff further revealed that IEBC has been engaging its customers through various media platforms such as radio television to ensure that they are updated on what is happening or what is expected. According to the IEBC staff, for there to be a free and credible election; they regularly update candidates and political parties on the requirements as well as the A to Z of the election process. The CECs and CAAs of West Pokot County regularly brief the political parties and candidates and elected leaders on the

AVEW, voter registration, dispute resolution procedures and the requirements of chapter six of the Kenyan constitution. According to Constituency Administrative Assistants; there is always a stake holder briefing on the preparedness of the elections that brings together other actors such as the observers and monitors.

The four Constituency Elections Coordinators (CEC) in the county, reiterates that IEBC is committed to its stake holders by ensuring that there is a strategic plan developed by the head quarter. He said in the strategic plan, goals and objectives are set that are supposed to guide them for a period of five (5) years. IEBC in collaboration with KSG, have been offering employees the relevant training in management. Before every activity, the staff are also trained in a cascaded manner from the top to the bottom. During the interviews however, there was little mention on the organizational culture.

On quality as everyone's job interviewees did not indicate whether IEBC subscribes to any standards body such as the ISO but they were all in agreement that the commission expects very high standards from them. That employees have always been taken for team building sessions with a view of fostering team work. There is also a clear hierarchical chain of command with functions of each office clearly stated. This shows that there is sound leadership. The top leadership has always benchmarked with other external EMBs with a view of improving quality in their operations. The vital lessons learnt are then communicated to the county offices such as West Pokot.

On problem prevention, most interviewees said that after every election the IEBC has always organized post-election evaluation workshops from the county level to national where all stake holders are invited to give views. The IEBC chairman in his opening remarks in the post-election evaluation report by IEBC; he writes that as a cardinal rule, establishments are expected in the

course of their enterprise to reflect and take stock of their milestones while evaluating the attendant success, setbacks and false starts. This is the same as scanning the environment both internally and externally so as provide vital insights and lessons that would inform the strategic goals and objectives. According to the staff responses, the IEBC West Pokot County has always convened key informant interview sessions, focus group discussions, round table meetings among other things to get valuable information. This information is always vital in problem prevention in the subsequent elections. The respondents indicated that they are appraised after every half year where everybody sets goals that they are supposed to achieve after reviewing the success or failure of the previous goal. This was a pointer that the IEBC West Pokot County is endeavoring to ensure there are no problems in elections management. There was little information from the respondents as to whether they are motivated with rewards after every success.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS, RECOMMENDATIONS AND SUGGESTIONS

5.1 Introduction

This chapter presents the results in relation to the study objectives as achieved in chapter four, discusses the findings by inferring to similar studies and offer conclusions and recommendations for further study.

5.2 Summary of study findings

The study findings were summarized in relation to the study objectives which were to: establish how the adoption of the focus on the customer principle in TQM influences performance of IEBC, West Pokot County, determine how the adoption of long term commitment principle in TQM influences performance of IEBC West Pokot County, assess the extent to which the adoption of quality as everyone's job principle in TQM influences performance of IEBC West Pokot County and establish how adoption of problem prevention principle of TQM influences performance of IEBC West Pokot County.

5.2.1 Background characteristics of the respondents

Results of gender analysis of the respondents as presented in chapter four indicated that there are more male than female voters. The male voters were 52.3% while female voters were 47.7 percent. This shows that all the genders actively participate in election processes (IEBC activities) in west Pokot County.

Age result analysis showed that, the majority of people who vote in west Pokot County are 18 – 34 years at 47.4%. Those who participate the least are 55 years and above at 11.2%. The age distribution was uneven with figures reducing as the age of respondents increased.

Majority of the respondents had stayed in west Pokot County for more than 16 years at 86.2%. 10 respondents had stayed for a period of less than 5 years. The results also showed that those who had stayed between 6 and 10 years (6%) were more than those who had stayed for 11- 15 years at 5.2%.

Results on whether respondents cast their vote in west Pokot County in the last elections indicated that 340 representing 88.1% voted in west Pokot County while 46 respondents (11.9%) did not vote in west Pokot County. This shows that majority of people who reside in west Pokot County also vote in West Pokot.

5.2.2 Findings on focus on the customer principle in TQM and performance of IEBC

The first objective was to establish how the adoption of the focus on customer principle in TQM influences performance of IEBC in West Pokot County. To determine this, the indicators voter education, voter registration, suppliers, communication and service charter were used. From the study results; all the indicators contributed positively to IEBC performance with a mean score of above 4.0.

5.2.3 Findings on long term commitment principle in TQM and performance of IEBC

The objective here was to determine how the adoption of long term commitment principle in TQM influences performance of IEBC in west Pokot County. The indicator factors included civic education, employee training, strategic planning, employee empowerment and organizational culture were used. The analyzed results show that organizational culture and

employee empowerment do not influence at all with mean scores of 1.8808 and 2.6606. Civic education and employee training however had a positive influence on IEBC performance. From the results, it is not clear whether strategic planning influences or does not influence performance.

5.2.4 Findings on Quality as everyone's job principle in TQM and performance of IEBC

The third objective was to assess the extent to which the adoption of quality as everyone's job principle in TQM influence performance of IEBC in west Pokot County. Items under discussion were team work, leadership, benchmarking, customer perception and international standards. The analyzed results showed that team work with a mean of 4.2332 and leadership with a mean of 4.2202 indicators had a positive influence on the performance of IEBC. According to results, customer perception and ISO had no influence. It was not clear whether bench marking had a positive or negative influence on performance of IEBC in west Pokot County.

5.2.5 Findings on Problem prevention principle in TQM and performance of IEBC

The final objective was to establish how the adoption of problem prevention principle of TQM influence IEBC performance in west Pokot County. The indicators used were rewards and motivation with a mean of 4.8419, appraisal of employees, internal and external environment scanning and SOPs. Apart from SOPs, all the other indicators positively influenced performance of IEBC.

The results of the study show that the dependent variable "performance of IEBC in West Pokot County" is greatly influenced by independent variables" selected principles of TQM". The order of influence starting from greatest being problem prevention followed by focusing on the customer. Long term commitment and quality as everyone's job had the least influence.

5.4 Conclusions

After results analysis, the researcher concluded as follows;

That the adoption of principles of problem prevention and focus on the customer in TQM greatly influenced IEBC performance in west Pokot County. However the use of standard operating procedure manuals (SOPs) by the IEBC had no impact on performance improvement in the eyes of respondents. It is important for IEBC to sensitize their staff and stake holders on the importance of such procedure as registration, voting, results transmission and many others as put up in their manuals so as to reduce confusion and failure. The service charter was not displayed in County offices and that explains why the staffs were not sure on its effect on performance. It is important for the commission to explain to the customer on the services they do and how long it would take for each. This reduces time wastage hence improving performance.

On long term commitment principle; the commission should empower their own employees to enhance performance. The benefits of this include the encouragement of innovation and creativity. It also reduces the over reliance on key personnel for the day to days operations of the commission.

On the influence of quality as everyone's job principle of TQM; team work and leadership have a good influence however there was no bench marking at county levels and the commission was not affiliated to any international standards body.

5.5 Contribution to the body of knowledge

Table 17. Contribution to the body of knowledge

Objective	Contribution to knowledge
To establish how the adoption of focus on the customer principle in TQM influences performance of IEBC in west Pokot County	Focusing on the customer is important for any organization as it ensures there is constant communication of customer needs and expectations, that there is a way in which customer satisfaction can be measured and the outcome acted upon for the better. It also enables the linkage of objectives to customer needs and the finding of the right balance among all the stake holders
To determine how the adoption of long term commitment principle in TQM influences performance of IEBC in west Pokot County	The way firms show long term commitment may differ but the most important is to ensure that employees are trained so as to equip them for the task. The importance of this is that they become more loyal, specialized and confident in the way they work. Empowering of employees ensures continuity as the job does not depend on an individual. Firms should always have strategic plans upon which goals and objectives are crafted.

To assess the extent to which the adoption of quality as everyone's job in TQM influences performance of IEBC, west Pokot County

To improve on quality, organizations use different approaches. Correct leadership inspires a sense of commitment and provides a strategic direction. Firms also need to be part of international standards so that someone external can be checking on their procedures and point out weaknesses without biasness. Benchmarking helps organizations to gauge themselves with the best and correct where necessary.

To establish how the adoption of problem prevention principle of TQM influences performance of IEBC west Pokot County

Without preventing problems in organizations success cannot be achieved and wastage would be too much. Organizations ought to constantly scan their internal and external environments for any non-conformity, appraise employees periodically and offer rewards for good job done. Motivation improves morale and increases productivity. Appraisal keeps employees on toes hence discouraging laziness.

5.6 Recommendations for policy and practice

To improve performance of IEBC in west pokot,

- i. That the commission should improve on empowering its employees. This would reduce on unnecessary bureaucracy and increase the speed at which tasks are completed.
- ii. That during the crafting of strategic plan, it should not be a thing of the head office only but rather the views of the county staff should be taken into consideration. This makes the employees feel they own the objectives and therefore work hard for them.
- iii. That the commission should always evaluate its employees and where the employees have surpassed expectations; rewards should be given.
- iv. Benchmarking should also be devolved to the counties so that best performing counties in certain activities like voter registration can share their ideas with worst performing counties.
- v. That the commission should collaborate with standards bodies like KEBS to ensure there are no non conformities in their programs.

5.7 Suggestions for further research

For further investigation;

- i. Research can be done on how other TQM principles (fact based decision making, process approach, employee involvement and mutual benefit supplier relationship) influence performances of IEBC in West Pokot County
- ii. The research should be done natioanally in other counties to determine which TQM principles bring out the best performance in IEBC

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APPENDICES

APPENDIX I: TRANSMITTAL LETTER

Getrude A. Malesi

University of Nairobi

School of Open and Distant Learning

P O Box 30197 – 00100

1/5/2019

Dear respondent,

RE: REQUEST TO PARTICIPATE IN A RESEARCH PROCESS

I am a student at the University of Nairobi pursuing a Master of Arts degree in Project Planning and Management. I am undertaking a research titled, Influence of Total Quality Management principles on the performance of The Independent Electoral and Boundaries Commission in West Pokot County, Kenya. I kindly request you to participate in this study and your responses to items in the questionnaire will be treated with confidentiality, and will not be used for any other purposes except for this study.

Yours faithfully,

Getrude A. Malesi

L50/10633/2018

APPENDIX II: QUESTIONNAIRE

The information you will provide will be treated with utmost confidentiality and will be used for academic purposes only.

Respond to the items by putting a tick (✓) the choice you make or write your response in the space provided for the open ended items only.

A. BACKGROUND INFORMATION

1. Indicate your gender

A) Male

B) Female

2. Select your age bracket

A) 18-34

B) 35-44

C) 45-54

D) 55 and above

3. Indicate how long you have lived in West Pokot County.

A) 0-5 years

B) 6-10 years

C) 11-15 years

D) 16 years and above

4. Indicate whether you did cast your vote in West Pokot County in last general election.

A) Yes

B) No

C)

B. Focus on the customer principle and performance of IEBC

1. Does the IEBC focus on understanding Customer current and future needs?

(A) Yes

(B) No

(C) I don't know

2. On a scale of 1- 5, indicate if the following focus on customer factors influence performance of IEBC west Pokot County.

Sub variables	Strongly agree	Agree	Not sure	Disagree	Strongly Disagree
	5	4	3	2	1

Voter education

Service charter

Voter registration

Suppliers

Communication

C. Long term commitment principle and performance of IEBC

2. Using a tick On a scale of 1- 5, indicate how the following long term commitment factors influence performance of IEBC west Pokot County.

Sub variables	Strongly agree	Agree	Not sure	Disagree	Strongly Disagree
	5	4	3	2	1

Employee training

Employee empowerment

Strategic planning

Organizational culture

Civic education

D. Problem prevention principle and performance of IEBC

1. Do staff activities during elections influence performance of IEBC?

(A) Yes

(B) No

2. On a scale of 1- 5, indicate if the following problem prevention factors influence performance of IEBC west Pokot County.

Sub variables	Strongly agree	Agree	Not sure	Disagree	Strongly Disagree	
	5		4	3	2	1

Internal environment scanning

External environment scanning

Appraisal of employees

Rewards and Motivation

Standard operating procedures

E. Quality as everyone’s job principle and performance of IEBC

1. Does voter education enhance IEBC performance in general elections

(A) Yes

(B) No

2. On a scale of 1- 5, indicate if the following quality as everyone’s job influence performance of IEBC west Pokot County.

Sub variables	Strongly agree	Agree	Not sure	Disagree	Strongly Disagree
	5	4	3	2	1

Team work

Leadership

Customer perception

Benchmarking

International standards

APPENDIX III

INTERVIEW GUIDE FOR IEBC STAFF

1. For how long have you served in this organization?
2. What position do you hold in this organization?
3. What is your highest level of education?
4. Does IEBC focus on customer principle have any influence on performance of IEBC?
If yes, to what extent has the focus on candidates, political parties, voters, observers influence IEBC performance?
5. How does long term commitment to all stakeholders influence performance of IEBC?
6. To what extent does problem prevention principle influence performance of IEBC among IEBC staff?
7. How does quality as everyone's job principle influence performance of IEBC?

APPENDIX IV: RESEARCH PERMIT

THIS IS TO CERTIFY THAT:
MS. GETRUDE AMULAVU MALESU
of UNIVERSITY OF NAIROBI , 4380-30200
KITALE, has been permitted to conduct
research in West Pokot County


Permit No : NACOSTI/P/19/34680/30409
Date Of Issue : 8th July,2019
Fee Received :Ksh 1000

on the topic: INFLUENCE OF SELECTED
TOTAL QUALITY MANAGEMENT
PRINCIPLES ON THE PERFORMANCE OF
THE INDEPENDENT ELECTORAL AND
BOUNDARIES COMMISSION IN WEST
POKOT COUNTY, KENYA.

for the period ending:
27th May,2020


Applicant's
Signature




FOR: Director General
National Commission for Science,
Technology & Innovation

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licenses is guided by the Science,
Technology and Innovation (Research Licensing) Regulations, 2014.

CONDITIONS

1. The License is valid for the proposed research, location and specified period.
2. The License and any rights thereunder are non-transferable.
3. The Licensee shall inform the County Governor before commencement of the research.
4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
5. The License does not give authority to transfer research materials.
6. NACOSTI may monitor and evaluate the licensed research project.
7. The Licensee shall submit one hard copy and upload a soft copy of their final report within one year of completion of the research.
8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice.

National Commission for Science, Technology and innovation
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Email: dg@nacosti.go.ke, registry@nacosti.go.ke
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REPUBLIC OF KENYA



National Commission for Science,
Technology and Innovation

RESEARCH LICENSE

Serial No.A 25782

CONDITIONS: see back page

APPENDIX V: RESEARCH AUTHORIZATION LETTER



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

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2241349, 3310571, 2219420
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Email: dg@nacosti.go.ke
Website : www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/19/34680/30409**

Date: **8th July, 2019.**

Getrude Amulavu Malesi
University of Nairobi
P.O Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Influence of selected Total Quality Management principles on the performance of the Independent Electoral and Boundaries Commission in West Pokot County, Kenya.”* I am pleased to inform you that you have been authorized to undertake research in **West Pokot County** for the period ending **27th May, 2020.**

You are advised to report to **the County Commissioner and the County Director of Education, West Pokot County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

CHARITY MUSEMBI.
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
West Pokot County.

The County Director of Education
West Pokot County.

National Commission for Science, Technology and Innovation is ISO9001:2008 Certified