FACTORS AFFECTING THE IMPLEMENTATION OF QUALITY MANAGEMENT SYSTEMS IN CONSTRUCTION INDUSTRY IN KENYA: A CASE STUDY OF CHINA JIANGSU INTERNATIONAL LIMITED ENKANG APARTMENTS.

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF BACHELORS IN DEVELOPMENT STUDIES OF THE MANAGEMENT UNIVERSITY OF AFRICA.

AUGUST, 2018
DEDICATION

I dedicate this piece of research to my family, friends and co-workers for the humble time and whose support both informational and emotional ensured that this project is successful.
DECLARATION

Declaration by the Student
This research project is my original work and has not been presented for a degree to any other university.
Signature………………………………..Date……………………………..
BDS/12/00080/1/2016

Declaration by the Supervisor
This research project has been submitted with my approval as the university supervisor.
Sign……………………………………………..Date…………………………
Ms. Juster Nyaga
The Management University of Africa
ACKNOWLEDGEMENT

I would like to pass my profound regards to all those who in one way or another ensured the successful completion of this project. I am deeply indebted to my research supervisor Ms. Juster Nyaga for dedicating her time and attention that has enabled me come up with this academic piece of work. I also want to thank the entire Management University of Africa fraternity for providing a conducive learning environment which has cost effective learning. Lastly, I want to acknowledge all the staff of China Jiangsu international, specifically those who have shown the interest and willing to participate in one way or another in the research project.
ABSTRACT

The pivotal focal point of this academic piece was to determine the factors affecting Quality management systems in construction industry in Kenya with reference to China Jiangsu International, Enkang Apartments. Specifically, the objectives were to find out the effects of government policy, management commitment, project financing, employee training and information technology on Quality management systems in the construction industry in Kenya. The study will be significant to the management of China Jiangsu International Enakang project, other researchers and the community. The study covered a population of 124 employees in the project and used stratified random sampling where 50% of the entire target population formed the sample size (62) of the study. Data was collected from both primary and secondary sources using questionnaires and literature review respectively so as to get detailed information. The findings were presented using graphs, pie charts and table diagrams respectively depending on the techniques.

Based on the study findings, majority of the respondents at 88% argued that government policy is influencing Quality management systems in construction industry in Kenya while 12% disagreed. On management commitment 86% said it affect Quality management systems in construction industry while 14% disagreed, on employee training 92% said it is influencing Quality management systems in the construction industry in Kenya while 8% disagreed, on project financing 81% also accepted that project financing affect Quality management systems in the construction industry in Kenya while 19% disagreed and on information technology 84% agreed while 16% disagreed that it affect Quality management systems in the construction industry in Kenya.

It was recommended that the management should source daily the new regulations that are required and also inform the clients at any moment they are changes in the regulations. There needs to be a high level and strategy put in place to ensure leadership is provided by the heads in when running of the organizations. The study recommends that any organization should ensure that there is extensive research on how to ensure that good culture is achieved in all levels of management. The organizations should be able to improve the competency of personnel. It was recommended that in the crucial work of private managers involving discretion and advice, as well as policy making, that the ethical standards of Quality management systems in construction industry funded service assume particular significance.
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<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>ERS</td>
<td>Economic Recovery Strategy</td>
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<tr>
<td>ICT</td>
<td>Information and Communication Technology</td>
</tr>
<tr>
<td>MICE</td>
<td>Meeting Incentive Travel Conference Centre and Exhibition</td>
</tr>
<tr>
<td>MTP</td>
<td>Medium Term Plans</td>
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<tr>
<td>OECD</td>
<td>Organization for Economic Co-operation and Development</td>
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<td>PM</td>
<td>Project Management</td>
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## OPERATIONAL DEFINITION OF TERMS

<table>
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<tr>
<th>Term</th>
<th>Definition</th>
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<tr>
<td><strong>Employee Training</strong></td>
<td>Refers to the methodologies and approaches employed by donors, government and other development partners in initiation, designing, implementation, monitoring, evaluation and closure or transition of projects.</td>
</tr>
<tr>
<td><strong>Government Policy</strong></td>
<td>These are the laws and procedures formulated by government to govern the design and Quality management systems in the construction industry issues.</td>
</tr>
<tr>
<td><strong>Management Commitment</strong></td>
<td>Refers to the actual financial support provided by internal stakeholders, government and other local agencies to the Quality management systems in the construction industry.</td>
</tr>
<tr>
<td><strong>Information Technology</strong></td>
<td>Electronic technology which supports information processing activates data collection and storage. The use of technology in the company is critical this is because technology makes the company reach a wider range of customer.</td>
</tr>
<tr>
<td><strong>Organization Structure</strong></td>
<td>Organizational structure refers to the hierarchy of an organization and how the components of this hierarchy work together to achieve the objectives of the company</td>
</tr>
<tr>
<td><strong>Project Financing</strong></td>
<td>Refers to the actual financial support provided by Quality management systems in the construction industry, government and other local agencies to the community Quality management systems in the construction industry</td>
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CHAPTER ONE
INTRODUCTION

1.0 Introduction

This chapter provides for background of the study, statement of the problem, objectives of the study, research questions, significance, justification of the study, importance of the study, limitation of the study and the scope of the study.

1.1 Background

According to Schemer (2000) Quality management systems is the aim of every organization to achieve and maintain a sustainable competitive edge. This is only feasible if a firm operates or manufactures products that are able to fruitfully compete in the market. Keeping in mind the nature of the current market; characterized by ever hardening competition and the dynamic nature of customer expectations and demand, a firm ought to come up with distinctive competitive strategies and manufacture goods and services that ever meet and exceed these demand and expectations. This calls for constant quality improvement through inclusiveness of all parties (internal and external customers of the organization) (Salaheldin, 2008). A management approach that can be used to achieve constant quality improvement is Quality management systems (QMS). The American Society of Quality Control considered quality a very subjective term as different people have their own definition. Different authors have defined quality in different ways.

For instance, Juran defined quality as “Fitness for use” of a product, Crosby defined it as “Conformance to requirement” by a product while to Taguchi, it is the “Variation from target” (Kenya Institute of Management, 2009). Quality management systems generally is the process of ensuring that a product (good or service) continuously meet and even exceed customer expectations and can be generally looked at as a business management approach that attempts to maximize organizational competitiveness through continuous improvement of its products, services, work force, processes, and environment. It is an approach aimed at constantly upgrading the competitiveness, effectiveness and flexibility of the organization as a whole through total involvement of all in firms led by the top management.
QMS came into being in the 1970s when quality metamorphosed from Quality Control to a strategic approach of quality to cater for the growing attention concern on quality. From then, Quality management systems has evolved through Quality Inspection, to Quality Control, to Quality Assurance then to the current Total Quality management systems.

According to Jerry (2001) globally, a number of organizations have adopted quality initiatives. For example, Toyota company came up with a strategy of 'customer first' and 'quality first'. They developed quality assurance systems throughout various sections of its departments. They launched statistical quality control (SQC) in 1949 to Quality management systems (QMS) initiatives on the basis of the unchanging strategy of 'customer first' and 'total participation’. Their quality initiatives, saw them win the Deming Application Prize in 1965 and the Japan Quality Medal Award in 1970 (union of Japanese Scientists and Engineers, 2006). Sony Company purposed to heed to their customers’ viewpoints and remain committed to produce quality products and customer service that exceed their customers’ expectations. To attain this, Sony enacted continuous, strategic efforts in enhancing product quality and continuously upgrading its Quality management systems (Sony Company, 2012). Coca-Cola Company targeted on coming up with consistent and reliable products. For example, they launched a new management system, Coca-Cola Operating Requirements (KORE) replacing the initial Coca-Cola Management System (TCCMS) in the beginning of 2010. The firm developed an integrated Quality management systems program which is used in the firms to ensure they achieve quality products and deliver to customers (Coca-Cola Company, 2012).

Zambian government had been inefficient in collection of taxes. With the aid of JICA, they embraced fishbone and quality control cycles in establishing the cause of this inefficiency. They established that taxes could not collect themselves. They had to do it themselves. They also had to upgrade their customer services and also the tax collection environment. In Ethiopia, also with JICA technology, the Kaizen’s principles of 5S were embraced to enhance the flow of people in various places of work, to ensure balance in assembly lines and to enhance workplace layouts and to fully utilize space. Similarly, in
that very country, a milling company reduce on flour waste by 50 percent, a leather factory established the most efficient methodology to cut leather hence waste reduction (JICA, 2012).

Many Kenyan firms, specifically the ones in service industry have recently adopted quality programs. Many public organizations and firms have embraced the ISO standards e.g. Agricultural Development Corporation, Coffee Research Foundation, University of Nairobi Enterprises and Services Ltd, Commission for Higher Education, Defense Forces Memorial Hospital, University of Nairobi and Egerton University just but a few.

The recent approach to quality in the building /construction industry has been the enactment of QMS and the ISO 9000 series specifically on quality matters, quality design and quality conformance (The Constructor, 2012). For example, in Kenya, Zenith Steel Fabricators Company (that specializes in the Design, Fabrication and Erection of all types of structural steelworks) in its adherence to quality by implementation of ISO 9001:2008 managed to acquire a large market both in Kenya and its neighbors. For instance, in, Uganda, Tanzania, Zambia, Malawi, Rwanda, Southern Sudan, Ethiopia, Democratic Republic of Congo and Ghana. Its goods and services provide construction quality that supersede customer expectations and this has enabled it to acquire contracts both in Public and Private Sectors in those countries (Zenith, 2011). Long ago, quality measures were mainly based on achieving the specifications as outlined in the contract and finishing projects on stipulated timeframe, achieving the client’s requirement within the p budget, shying away from disputes and claims and ensuring the contractors meet their obligations. However, recently, many contractors have embraced quality assurance and quality control approached for example regularly arranging training for their staff, ensuring in place a good safety Program, using procurement systems to attain the best quality material and suppliers and utilize a reward scheme for creative work and a challenging career progress scheme to ensure production.

Reliable Concrete Works Company for instance came up with quality programs that enabled them satisfy their customers through value approach. They held the opinion that
through quality construction, superior design and an unmatched dedication to customer service, they were able to create a never ending customer value (Reliable Concrete Works, 2014)

The Kenyan construction sector is under the Ministry of Public Works and National Construction Authority covers work done on buildings and infrastructures. In line with the Kenya Private Developers Association, the most severe issues being felt by construction companies in Kenya are Capital and dealing with the strict quality standards and dynamic customer demand. Quality assurance in the construction environment was left to the Local Authorities. Most of these authorities don’t have the capability to face this issue and mostly, leave it to Public Health Officers. To tackle the challenge of quality, most contractors have adopted a preservative strategy to the market and prefer working with customers who think alike. The government, through the Ministry of Public Works has gathering all stakeholders in the sector to talk on the challenges. They envisaged that it is important that proper understanding to quality is achieved such that every construction company is able to achieve at organizational level (Herbert, 1999).

1.1.1 Profile of China Jiangsu Limited, Enkang Apartments
China Jiangsu International Limited Company Ltd is a locally listed limited construction company with admirable working experience in Kenya which was founded in the year 1999. The firm engages in all kinds of built environment from civil engineering works, building works, electrical and mechanical works

China Jiangsu is well known for its latest construction methods and creativity which is drawn from their home country china and has staff who a well vast in the built environment as well as the latest construction equipment

China Jiangsu International Company Ltd has engaged in public and private developments, joint venture developments that have seen it contribute significantly in the building and construction sector in Kenya.
Figure 1.1 Organization Structure of China Jiangsu International Limited
Source: China Jiangsu International (2018)
1.2 Statement of the Problem

Quality concern has become of great significance specifically with the periodic demands from various players in the built environment. These quests are brought about by growing number of reported quality issues like the perennial crumbling of structures leads to injuries and deaths. For example, it has been reported that in various towns in Kenya that structures have collapse on the account of quality: Quite recently in 2018 3 estates in Nairobi that is Huruma, pipeline and ruaka estates have faced this menace and this has been attributed to quality.

According to Ministry of Public Works, most of the buildings collapse due to poor supervision, poor construction procedures and poor inspection (MOPW Report 2006). To address these menace, many firms have begun to embrace and enact operations management strategies that have been found to work elsewhere as far as Quality management systems are concerned. However, this has not been successful (Salaheldin, 2008). A number of research that have been done on QMS have established two focal areas: the factors within QMS and the critical factors for implementation of QMS (Yusof & Aspinwall, 1999). As much as these factors have been dissected through numerous research, it is key to note that most of these studies have only been done in manufacturing and service sector. In Kenya, little or no research research has been done in the building and Construction industry. The intention of this piece of research will be trying to fill in the puzzle by dissecting the factors affecting enactment of QMS in Construction Companies in Kenya using China Jiangsu International limited Enkang Apartments limited as a case study.

1.3 General Objective

The general objective of the study was to determine factors affecting the implementation of Quality management systems in construction industry in Kenya.
1.3.1 Specific Objectives

i. To establish the effects of government policy on Quality management systems in the construction industry in Kenya.

ii. To find out the influence of management commitment on Quality management systems in the construction industry in Kenya.

iii. To establish the influence of employee training in Quality management systems in the construction industry in Kenya.

iv. To determine the effects of project financing on Quality management systems in the construction industry in Kenya.

v. To assess the effect of information technology of Quality management systems in the construction industry in Kenya.

1.4 Research Questions

i. To what extent does government policy affect Quality management systems in the construction industry in Kenya?

ii. How does management commitment affect Quality management systems in the construction industry in Kenya?

iii. How employee training affect Quality management systems in the construction industry in Kenya?

iv. To what extent does project financing affect Quality management systems in the construction industry in Kenya?

v. In what ways does information technology affect Quality management systems in the construction industry of Quality management systems in the construction industry in Kenya
1.5 Significance of the Study

1.5.1 Workforce /staff of China Jiangsu International Enkang project
The study will assist the workforce/staff of China Jiangsu International Enkang project to have an understanding of the factors affecting the Quality management systems in the construction industry in Kenya.

1.5.2 National Government of Kenya
The study is of great significance to the county and national governments of Kenya, since it will enable the devolved and national levels of government understand the factors facing the Quality management systems in the construction industry in Kenya and therefore, they will be in a better position to provide solutions and collaborate in such projects in order to enhance success of implementing and scaling up the projects.

1.5.3 Other Researchers
The study will enable other researchers to find useful information for improved change. The findings will also help unravel critical issues and subsequently enhance scholarly discourse.

1.5.4 The Community
The citizens will be empowered and made aware of the importance of Quality management systems in the construction industry in Kenya so that they would join in the efforts to solve the problem at hand that hinders implementation.

1.6 Scope of the Study
The research centralized on factors affecting Quality management systems in the construction industry in Kenya with the reference to China Jiangsu International Enkang project Nairobi County which is located in Kahawa Wendani along Thika Super
Highway, Nairobi. The target population was 124 employees drawn from various levels of management and a sample size was 62 employees. The study involved the top management, the middle management and the support staff. This research was done between the months on May 2018 to August 2018.

1.7 Chapter Summary
The study entailed critically looking into the Quality management systems aspect of construction project as outlined on the statement of the problem, the general objective being the factors affecting implementation of Quality management systems in the construction industry and specifically what variables to look into when trying to unearth this issue.

The specific objectives looked at include, employee training, top management commitment, government policy, information technology and lastly the project financing of any organization.

The study was carried out at one of the site belonging to China Jiangsu International.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

Literature review provides the reader an explanation of theoretic approach of this complication under scrutiny together with what probe has been done previously and how the discovery is associated with the issue under probe. The pivotal need of this literature review is to circumvent irrelevant or deliberate copying of materials already covered. The literature was reviewed from working papers, journals, reports, periodicals and internets, the past studies; theoretical review, critical analysis and research gaps were discussed.

2.1 Theoretical Review Literature

looking at the theory by one of the gurus in quality called Joseph Juran. Juran was one of quality control initiators. Juran's management theory had an effect on quality control in engineering. His book, "Quality Control Handbook," is a classic in the field. Juran's quality theory helped country of Japan just after the world war ii in 1945. Juran and a co-worker travelled to Japan after the war to aid with the aim of re-structuring the country’s economy. Juran's management theory persisted and developed for the duration of his lifespan.

Quality management theory by Juran is part and parcel of similar quality management theories for example Six Sigma and lean manufacturing which stipulates the minimization and reducing of waste. Focal steps in Juran's theory on quality are quality plan, quality control and quality improvement. To enact an organizational quality management process, identification of target market is essential, do a needs analysis and how to meet those needs. Initiate measures of quality and plan to meet those measures perennially. Come up with processes that work in real-life situations. Juran’s theory on quality states that top-level management must be concerned and dedicated to quality or all such efforts will remain inefficient. Juran’s quality theory developed over time. Josephs management theory is pivotal to and relevant to our topic on quality management systems in the following ways, planning is a key component when doing construction and expecting quality outcome, quality control which is mainly driven by the elite
management to ensure that all outcomes are per expectations and quality improvement which ties to our study as training, Workers must be ready to adapt to various new methodologies in construction through continuous improvement and training. The ramifications of Josephs theories are globally acceptable. Japanese and Indians countries are just of the two that have adopted this theories of Joseph to reestablish and build their country’s economies. Though your company might not be international, the knowledge and adoption of these theories are of the outmost need.

2.2 Empirical Literature Review

2.2.1 Government Policy

According to Gibson (2005) better governance is a prerequisite for, and probably also a product of, steps towards the sustainability of Quality management systems in the construction industry in the Quality management systems in the construction industry spheres much is expected from ‘good governance’. Good governance consists of openness and participation, accountability, effective coherence, efficiency (proportionality) and greater sensitivity to the immediate context that is promised by subsidiary. For the Quality management systems in the construction industry of Quality management systems in the construction industry, other requirements include means of internalizing external costs and ensuring integration of policy considerations, evaluation of options and dealing with trade-offs. It is worth noting that good governance emphasizes the role of institutions as entities that are largely viewed as being ‘up there’ and at least currently, insufficiently within the reach of ordinary citizens. As such, this view of governance seems concerned primarily with minimizing bureaucratization and hierarchy.

Harry (2004) further indicate that governance for the Quality management systems in the construction industry of Quality management systems in the construction industry has certain key features and components which include policy integration, shared sustainability objectives, criteria, trade-off rules and indicators, information and incentives for practical implementation, programs for system innovation. Policy integration involves the coordination of government policies and the
corresponding and complementary positions and initiatives of other governance actors. Organization for Economic Co-operation and Development (OECD) (2002) agrees that the Quality management systems in the construction industry requires policy integration, along with improved interaction between government and non-government institutions and the creation of a longer-term view in government. In this regard, OECD observes that shared long-term objectives, common criteria for planning and approval of significant undertakings, specified rules for making trade-offs and compromises, and widely accepted indicators of needs for action and progress towards sustainability are necessary for governance institutions which have broad the sustainability of income generating projects among the youths ends in mind. Furthermore, information and incentives for practical Quality management systems in the construction industry of policies is required for achievement of the Quality management systems in the construction industry as this guides appropriate action. Policy making on the successful sustainability of income generating projects among the youths has, for the most part, relied on performance standards or the prescription of certain solutions.

The solutions adopted help to secure partial the successful sustainability of income generating projects among the youth’s benefits. However, governance for sustainability requires policy making frameworks that incorporate programs for system innovation that actively seek to identify, nurture, and coordinate action for more sustainable technological niches. According to the United Nations Economic and Social Council, Economic Commission for Africa (2005) appropriate regulatory frameworks and institutions at national level to oversee water and sanitation services pro Quality management systems in the construction industry funded are essential to operationalize national policies, protect property rights, and generate equitable returns on private investments through efficient tariff structures and levels, service standards, and expansion targets. When responsibility is delegated to local bodies for pro Quality management systems in the construction industry funded of services, an appropriate distribution of roles between national and local authorities is essential and should be clearly defined. Also, partnering with private sector will entail a stable and predictable regulatory regime that promotes essential values, such as
independence in legislation, accountability, transparency and professionalism in the process. It is therefore necessary for government institutions in the water sector to consider proper legislative framework.

In designing the broad regulatory framework that will support a conducive environment for private sector participation, governments consider a wide range of specific laws, constitutional rules, and measures from central and local bodies. These include the constitutional and legislative separation of responsibilities for water and sanitation supply services among national, regional and local governments. Furthermore, there should be general legislation that regulates different types of Quality management systems in the construction industry funded private partnership arrangements with private sector, including foreign companies. United Nations Economic and Social Council, Economic Commission for Africa (2005) also observes that there also has to be specific measures that allow close oversight of water and sanitation management, general health, and environmental protection by applying service standards and penalties for default. The government has to come up with equitable rules to ensure fair competition in subcontracting and Project procedures, and tax liability and systems. There ought to be social policy measures focused at shielding the rights of endangered groups of consumers, such as tariff adjustment rules, government subsidy policies, disconnection procedures for delayed or unpaid water bills, and dispute resolution mechanisms.

Cochran (2004), states that policy as a deliberate plan action to guide decisions and achieve rational outcome(s). Application of these term may be directed to government, private sector organizations and groups, and individuals. Examples of good policies include; presidential executive orders, corporate privacy policies, and parliamentary rules of order. Policy or the study if policy might again refer to the process of making organization important decisions, which includes the discovery of non-identical choices for example programs or spending priorities, and choosing among them on the basis of the ramification they will leave. Policies can be understood as political, management, financial, and administrative mechanism planned to meet certain objectives. Definition of policy and research done into the area of policy are frequently performed from the
perspective of policies created by national governments, or Quality management systems in the construction industry funded policy.

According to Birkland (2001), there is a lack of consensus on the definition of policy. Bridgman et al, the term Quality management systems in the construction industry funded policy always speaks of the government’s objectives that deem those actions. Processes diverge significantly from formal to informal. Huge companies and government departments are more prone to have formal and informal processes. The policy goals might vary widely according to the organization and the context in which they were established. Widely, policies are typically instituted in order to avoid some negative ramification that have been detected in firms, or to seek some positive advantage. An example of how cooperation try neglecting negative effects is by cooperate purchasing lot of huge companies have policies that all purchases above a certain threshold ought to be performed through a purchasing procedure, like in government entities they use the Quality management systems in the construction industry funded Project and disposal Act, 2005 and Regulation, 2006 which acts as policies to govern Quality management systems in the construction industry funded spending. Coming up with a policy procedure naturally includes a trial to cover as many areas of potential policy impact as possible, to lower the chances that a given policy will have unprecedented ramifications. Due to the nature of some complex adaptive systems for example societies and governments, it might not be viable to assess all possible impacts of a policy.

In political science a tool such as policy cycle is used for the assessing the development policy of an item. strategist approach is another term which it can be called. Bridgman & Davis model (2000), puts a range of postmodern academic challenge linear cycle models as unresponsive and unrealistic. Policies are typically implemented and enacted through written documents. Such documents are standard according to the firms adopting or implementing a certain policy. While such formats may be different in terms of their form, policy documents typically contain typical standard components which includes: a purpose statement, stipulating the purpose which the organization is implementing the policy, and what intended ramifications are.
Birkland (2001), divulges, applicability and extent statement saying who and which actions the policy affects. This applicability and extent might not include certain individuals, firms, or actions from the policy prerequisites, definitions with a clear and unambiguous definitions for terms and concepts on the policy document. Policy discloses the intention of a firm, be it government, business firm, professionals, or volunteers. Policy is objectively made to affect the globe, by directing any decisions made. Be it if they are formally written or informal most firms have accepted and adopted policies. Policies may be classified in different ways. Below is different manner of policies deduced by their effect on individuals of firm’s distributing policies extend services and products to members of the firm, examples of this include; government policies that impact spending for welfare, Quality management systems in the construction industry funded education, highways, and Quality management systems in the construction industry funded safety, or a professional organization’s policy on membership training. Regulatory policies, or mandates, limit the discretion of individuals and agencies; otherwise compel certain types of behavior. The policies are collectively thought to be best implemented in situations where good behavior can be ably defined and bad behavior can be ably controlled and punished through penalties and sanctions. A good example of this regulatory policy is Dana Leigh that of a speed limit.

Subsidiary policies come up with executive power departments, or tackle laws. Miscellaneous policies are dynamic policies; they are not just stigmatic lists of objectives or laws. Blue prints of certain policies ought to be executed, often with undesirable outcome. Social policies the happenings on the ground as the implementation is taking place, as well as what takes place at making decision phase or phase of legislation. Using the term policy, it can depict: Official government policy (directions as to how laws ought to be effected). Blakemore, (1998) a Government or organizations policy on a particular topic, for example, the equal opportunity policy of a Government shows that the Government aims to treat its entire staff equally. A fundamental requirement of policy- writing is its use of a standard format within an organization, including a complete history of changes made to the document. This standard format, called a writing format, is at the heart of any policies system.
Typically, the format includes a purpose, persons affected, scope, sometimes a background section, a policy section, definitions, responsibilities, and a procedures section. The format when put into a template can also include information about the title, effective date, Quality management systems in the construction industry funded date, and an approval section. The writing format is extremely important to the integrity of the policy and procedure system. Consistency is the key. Don't make the mistake and write a different format for a policy and a procedure. Keep the same format. In fact, one best practice is to combine the policy statement within the procedure document, thus eliminating the need for a policy document altogether. While this may seem strange to some writers, it's not. Think about it. Why write two entire manuals, one for policies and one for procedures, when you can easily incorporate the policy statement within the procedure document. This way, the organization need only look in one place to find both the policy and the procedural content. And, most importantly, organizations simply will not go to two places (Lysons, 2006).

Roberts (2003), states that policy tries to focus everyone in an organization to a common goal, and priorities by translating co-operate strategy into measurable objectives throughout the various functions and levels of the organization should understand the strategic plan, be able to drive several goals from the plan and determine how each goal lies into their own daily activities. Saiyadain (1996), states that central government has also played a role in stipulating companies to plan their manpower resources systematically. The planning commission, the ministry of labor and institute of applied man power research have made projections from time to time which projects man power demand and supply for various skills categories, supervisors and managers over a given period of time. Government departments require companies to supply data on their manpower for various purposes, such as data compliance, or competence to execute certain contracts. While providing this data, companies have led to develop inventories of their personnel by various categories of classification, which have been used for classification, which have been used for their own internal manpower planning. The government also has a special quarter required with regards to deprived groups of the population, termed schedule, castes/scheduled tribes. Government department monitors the Government’s fulfilment of their obligations in this regard.
2.2.2 Management Commitment

According to (Gary, 2006), leadership as the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to strategically accomplish shared objectives. (Peter, 2007) depicts leadership as a process describing how an individual influences a group of persons to achieve a desirable objective.

It’s not feasible to be a leader lacking influence. Primarily, when you have influence means the need is much greater on the part of leaders to ethically exercise that influence that they have. He considered commitment to mixed strategies as a possible classical view of mixed strategies, as done by von Neumann and Morgenstern. According to (Chemers, 2002), management commitment has been a central, but sometimes controversial, topic in organizational research for example, reflecting a macro perspective, for at least the past thirty years, the concept of management commitment has been subject to criticism and marginalization by the dominant organizational paradigms and perspectives. Little skepticism has been brought about from questions in regards to how to define the term construct and if leadership has discernible effects on any outcomes from any organization. Those who support leadership assert that leaders, by their very roles, are accountable for decision making aiding their organizations to become adept in an environment regarded to as competitive. Research has confirmed that leader’s behavior influences group and organizational behavior, but we know less about how senior leaders ensure that group and organizational members implement their decisions. Many firms have many leaders in different levels, depicting that a leader need not operate solo.

While provocative, the assertion that leaders in organizations do not play a distinct role in influencing groups and individuals to achieve organizational goals, is not supported by the empirical evidence; leaders often have a substantial impact on performance (Bass, 2002). The circumstances under which leaders are able to affect performance are less clear, however (Nohria, 2001) notes that one situation in which leadership effectiveness
may be most visible is when an organization changes its strategy. Embracing a current calculated initiative is different from using it, however, research analyzing the responsibility of leaders in such change is not clear between the two processes. E.g., research of succeeding CEO that examined followed changes in organizational performance associated with the recruitment of a new CEO have always assumed that the new CEO was an implementer of change throughout the whole firm and that leaders at lower levels supported the change. A more nuanced perspective, however, would acknowledge that for a senior leader to affect organizational performance requires that managers and staff working at low levels be of support the on new strategy for it to work.

In order for you to use a new strategy, leaders at much lower levels on the chain must embrace it fully; allocation of enough resources must be made to, tackle any kind of objection to it, and implore staff that the new strategy is vital and in the employees' interests to embrace it fully quite some research have shown how a crucial determinant of successfully implementing a new strategic initiative is whether lower level leaders support the change. Many middle level leaders were coming up with their firm’s strategy, the more the following the adoption of the new strategy, the organizational performance upgraded. It has been found that if the middle leaders don’t support the strategy, the y can as easily plan to sabotage it. or else others have been known to concede. This is of the opinion that to fully have performance gains from a strategic change needs that both senior and subordinate leaders to efficiently communicate the strategy and come up with actions to ensure its implementation; that is, if lower level leaders are not dedicated to the strategy, Quality management systems in the construction industry is at risk. Understanding the effects of management commitment on a firm’s operations needs analyzing many levels of leadership concurrently (Mumford, 2007).

In Firms of any size it is likely that organizational performance should be related to the total effects of leaders at different hierarchical levels. Current research on management commitment have focused on the effectiveness of a one individual (The CEO, a general manager, or supervisor), but leaders at different organizational levels are clearly important too. For example, Berson and Avolia (2004), argue that upper-level leaders' actions influence the ways lower level leaders translate and disseminate information
about a new strategy. The channels by which leaders give meaning concerning vital elements in the work environment might influence this alignment. For example, one of the critical ways leaders influence the performance of work groups is by providing a compelling direction for the group (Hackman & Wageman, 2005).

According Hill (2005) argued that the roots of executive management commitment are in the creation of meaning within the organization. If these messages lack clarity and consistency across leaders at different levels they may reduce members’ ability to understand the importance of and implement strategic initiatives (Cha & Edmondson, 2006). Therefore, it is crystal clear that leaders at divergent levels affect strategic initiatives and how they will be executed, the manner in which aggregate leadership affects organizational performance isn’t obvious. A case in point, a powerful senior leader might settle for leaders who are less effective at lower levels. Again, a less effective but highly aligned set of leaders across levels may implement the required change effectively. Or, an effective set of subordinate managers is in support of a strategic initiative may object the change. Regardless of the effects of a person a leader, may align or misalign leaders across hierarchical levels might tract or detract from the successful implementation of Quality management systems in the construction industry of a strategic initiative.

Management commitment, and specifically strategic management commitment, is vastly depicted as one of the key influencers of effective strategy implementation of Quality management systems in the construction industry. However, a lack of management commitment, and specifically strategic leadership by the top management of the organization, has been identified as one of the paramount hindrance to effective strategy implementation. Strategic leadership is defined as the leader ‘s ability to anticipate, quality management system in the construction industry funded, and maintain flexibility and to empower others to create strategic change as necessaryl (Hitt, Ireland, & Hoskisson 2007).

Strategic management commitment is dynamic, which involves management through others, and aids firms to deal with change that seems to be growing exponentially in the
current global environment in the field of business. According to (Osborn, Hunt, & Jauch, 2002), it will serve no purpose to talk about things that need to change, while no effort is made by management to ensure that personnel understand and support the change. It is very important to think about Quality management systems in the construction industry from the start for example brain storming would come up with some know how as to how the plan will be implemented. Similarly, personnel might take it for granted how things are implemented, is the only best way and have an oversight about any possible upgrading that could be brought about as a result of the change. By making the personnel aware would make them more comfortable with the process and see the importance of the change being proposed. At times personnel view the change as a once off event and get frustrated when the expected changes do not happen immediately. It is vital to let workforce note the change as a process, to aid them to embrace change for organizational benefit.

2.2.3 Employee Training

In the current years, much interest has been shown for involvement of the strategy Of the project and its effect on firm ‘s performance. The debate has led to the creation of a resource-based model of project management, identifying project as being responsible for increasing organizational success and a realistic indicator for the improved organizational effectiveness (Kakabadse, 2000).

Employee training is paramount for any firm wishing to achieve its strategy. There is most debate among professionals and scholars as to the effect that training has on both the goals of the staff as well as those of the organization. One school of thought conforms if employees are trained it would lead to a high rate of employee turnover. while the other states that training is a platform for employee retention in execution of strategies. The amount of formal learning hours of one employee also shot from 26 hours in 2003, to 32 hours in 2004 (atsd.com, 2005). As investing in various training programs continue to be of need, it becomes imperative for employers to comprehend the effect that training has on the achieving of set strategies.

A survey conducted with more than 300 senior executives in human resource, management commitment, and operations at U.S. and European companies with revenues
of much higher than $1 billion conducted by Convergys Corporation (CVG) revealed that 65% of corporate executives expressed that to gain a competitive advantage in the current changing markets, a dynamic workforce was of much importance. Nevertheless, the executives implored, retention of key talent was a challenge because of the extent that the companies never had efficient systems to recruit good employees. Furthermore, they argued that the fewer training and development programs were being reserved for their strategic employees; more training and development programs ought to be given to the staff to aid them stay current in the industrial and market trends and technological innovation (CVG, 2004).

In Hong Kong, 18 companies participated in a survey, Malaysia, Indonesia, South Korea, Taiwan and Singapore, noted 60% of the organizations adopted training programs to curb the lack of skilled workforce in their companies for successful implementation of strategies. (Dockery, 2001) implores that training ought to be considered in a broader strategic context; the researcher again stated that training is an essential tool in the execution of creativity and other business changes. In the same study, Dockery found a higher training frequency in firms, which had a formal strategic or business plan and conducted formal performance comparisons with other firms (Nikandrou, 2007).

According to Matilda (2000) Greek firms, with acquisition experience, in managing their personnel and found that increased project involvement in building organizational capability through training and development activities was one of the main strategic project practices implemented by those companies. (Sium, 2010) found a positive relation between the strategic inclusion of training in the firm ‘s business strategies and the extent off the contribution made to the firm ‘s innovation. (Chemers, 2002) defined metacognition as "thinking about thinking." As Anderson states, the utilization of metacognitive strategies sparks an individual thinking capacity and could lead to more learning and much better performance. Furthermore, comprehension and controlling cognitive may be vital skill that teachers can help second language learners develop.
One of the most important workforce training strategies is to gauge how the strategy will work. Self-questioning, debriefing deliberations following strategies practice in which staff note the outcome of their learning strategies executions, and checklists of strategies used can aid the student to reflect through the learning phases. The phase of meta cognition is the whole cycle of how to plan, choosing, utilization, monitoring and planning of strategies is strategized. Noting that different meta cognitive skills interact with one another. The parts aren’t utilized in a linear fashion. More than one meta cognitive process along with cognitive ones may be working during a learning task (Anderson, 2002). Therefore, the planning of various strategies is a paramount part of training. Enabling staff training opportunities to brainstorm about and reflect on how they bring together diverse strategies enable utilization of a strategy. It has been proposed that learning strategy instruction might aid tutors in three manners: one, learning strategies instruction may aid tutors to be better learners, two, Utilization of skill in learning strategies aids them in becoming self-reliant and confident learners, and three, they become more motivated as they commence to comprehend the relationship between the utilization of strategies and success in training.

To sanitize this premise, vast research has been undertaken in recently. "Strategy training can enable both the process of linguistics (the strategies or behaviours learners use and the affective elements involved) and the product of linguistics (changes in students' language performance)." Skilled staff who utilize strategy training most often than not become enthusiastic about their obligations as enablers of achieving the set strategies. Strategy training enables more learners get versant and more aware of their strategic requirements. Furthermore, as it has been suggested by some researchers one of the areas that training could help their employee in regards to learning strategies could be to familiarize them with diverse learning strategies, which would lead to more holistic learners. Moreover, wide research in learning strategies have concentrated on identification, description and classification of learning strategies for utilization by students resulting in much concentration should be paid to finding if strategies utilized by successful staff can be passed on to unsuccessful students, and if so, what instructional approaches teachers should use to teach the strategies (Papalexandris, 2007)
Since, managers are intensively involved in the strategic formulation of the policies and practices of the firm. Thus, plausibly competition, globalization, and continuous change in the market and technology form the major reason for transforming of training of staff to a current strategic obligation. It is ably noted that whilst ‘. traditional workforce training ideas emphasize solely on physical skills concern for individual efficiency and quality and finally workforce as management adversary. The traditional perspective on management pays much concentration to task in lieu of people and their development as strategic resources of the firm. To go further to contend that project not only must focus on business level outcomes but also it must transform itself into a strategic core competency rather than a market follower. Accordingly, focus is shifted on to strategic instead of functional competencies, emphasizing on the most important missing element in the project functional expertise- a system perspective (Haerder, 2003).

The training system that makes and maintains a firm ‘s strategic infrastructure should be regarded as an investment. Project training therefore constitutes a vital element of the infrastructure that supports this crating of value process and one which acts as a potential strategic lever for the company. This system level focus is consistent with the development of a conceptual training rationale for the creation of a strategic impact and as such has been referred to as a high performance work system. Moreover, it has been proposed that a training system bears employee behaviour that is focused on key business priorities, which consequently drives profits, growth and eventually value in terms of market the products. Rarely it is astonishing to learn that how changing market conditions have made many of the traditional sources of competitive advantage, such as patents, economies of scales, access to capital and market regulations, less important in the current economic environment than they had been in the recent past (Harbrick, 2002).

2.2.4 Project Financing
According to Binder (2008), the financing process which involves raising and maintaining adequate funding for water facilities is of critical importance for Quality management systems in the construction industry funded projects. Insufficient financing is a major factor for poor maintenance, which is often cited as the main reason for failure. Failure to address financial issues is a
main obstacle to achieving the sustainability of income generating projects among the youths in many countries. There is usually a significant underfunding even for basic costs of operating and repairing facilities in operation. Particular problems exist in rural areas, where the cost of Quality management systems in the construction industry is higher while affordability is lower as tariffs rarely cover operation maintenance, repair and replacement, and attracting small-scale private sector investment is often difficult. Additionally, cost estimates do not always accurately reflect all capital maintenance expenditures, on-going support costs and indirect support costs.

The main findings showed that the Quality management systems in the construction industry would increase with the investment in institution and capacity building to operate and maintain the system and would require the development of cost recovery mechanisms, as well as provide an incentive towards local investment. This indicates that it is necessary to consider the level of investment that will be required during the operation and maintenance of the project. The government and the international community should not be expected to finance all expenditures required in the life of the water system. However, the government has a crucial role in establishing the proper regulatory and institutional framework as well as the incentive structure within which resources from end users, local budgets, enterprises and potentially capital markets can be mobilized to complement the initial financing. After closing out of a project, it is paramount to address its post-construction sustainability in order to ensure that institutions, funds, and expertise are available to keep the Quality management systems in the construction industry funded projects viable and functional. If all the foregoing processes are in place, then systems are sustainable. Various approaches have been tried by Quality management systems in the construction industry s and governments to address the issue of the Quality management systems in the construction industry of health projects.

According to the World Bank (UNESCO2003) such approaches include promoting increased capital cost recovery from users, In- kind contributions, improving
community level financial management and resource mobilization, especially for major repairs/replacements and service expansion, financing mechanisms through Quality management systems in the construction industry funded private partnerships arrangements with the banking sector or other water-related organizations to bridge the gap between Quality management systems in the construction industry and user funding. There is also need to provide detailed information on technologies and costs to allow for informed choices, and seeking reducing these investment costs through lower costs options and more efficient delivery mechanisms. External funding does not promote long-term solutions as Quality management systems in the construction industry funds focus on new projects or those that have completely collapsed, as it is easier to show resultant impacts from the Quality management systems in the construction industry funded of new infrastructure. Hence, and perversely there are minimal incentives for existing small projects to invest in maintenance or in business expansion through capital investment. Therefore, small projects need to find innovative financial solutions to sustain their operation. Those solutions need to be reliable and therefore need to be found in the realm of internal process and operations.

According to Trover (2006), there is potential of microfinance for the Quality management systems in the construction industry funded projects. There is need for alternative financing mechanisms especially where there is basically no grant financing for expansion after initial project is completed. Microfinance would leverage the use of capital construction grants to reach more un-served and to promote sustainability. However, lack of exposure to ‘project finance’ and ‘private sector’ leads to high transaction costs that prevent microfinance institutions (MFI) from coming to the sector. A phase-out strategy should be incorporated in the original design document and described as part of the sustainability strategy. The overall duration of the program or project will have a determining influence over the phase-out strategy. Longer planning perspectives (more than the usual 3 to 5 years) are often required, particularly for complex programs. Phase-out may also be uneven with some components being under local responsibility sooner than others. Smooth phasing out is related to stakeholder ownership and capacity,
therefore early stakeholder involvement in the design, the determination of needs, and Quality management systems in the construction industry (including decision-making) is important.

Terrence (2006) also observes that for effective sustainability of programmers’, the responsibilities of the counterparts should increase while the expatriates’ are phased out over the length of the project. This assumes that the counterparts have ability and are given professional roles in the project in line with their skills. The final year of a project may see minimal input from the Quality management systems in the construction industry in direct operation and management as their role shifts to one of consultation and support. Expatriates should be working themselves out of a job from the beginning, and demonstrate collaborative work and mentoring skills. Terrence E. (2006) further proposes that operation and maintenance costs which are met by the Quality management systems in the construction industry during implementation, and which must be continued to sustain benefits, should be phased out over time with the stakeholders taking on responsibility for meeting these costs. Mechanisms such as depreciation funds may need to be set up. The source of local funding should not be restricted to Partner Government budgets, and might include user pays, commercial operation by the private sector, or additional fund-raising activities by non-governmental organizations. Furthermore, equipment and asset maintenance procedures need to be well in place before project completion, but introducing a culture of operation and maintenance requires time and planning. Therefore, this may still require some level of post-project intervention including follow up visits, some funding for maintenance contracts and depreciation.

According to International Project Finance Association (IPFA) journal, the financing long term infrastructure, industrial projects and Quality management systems in the construction industry funded services based upon a non-recourse or limited recourse financial structure where project debt and equity used to finance the project are repaid from the monies derived from the project. Companies use tools of finance such as Cost benefit analysis to come up with options that generate the best approach for the execution and practice in regards to the benefits in terms of labor, time and financial savings. Since
project teams are stakeholders in the project, their concerns include rates of pay, job security and compensation and therefore, team composition should be considered a cost (Bourne, 2007)

Project finance is concerned with the whole problem of finding capital necessary to run a project. It constitutes monies vital for the purchase of all permanent assets of the firm and amount needed for its operational costs. A good project finance system includes securing long term and short term finance in the day to day running the project. Calculation of the gross and net profit, investing in those profits, allocation of the variable finance into the various project activities and investigate in the assets, recording the assets and liability of the project into a balance sheet (Gichire, 1991).

Hirsh (2007), states that the view of any new venture is stated with personal fun family and friend’s contribution attributes by either relatively good relationship. An alternative source of short term fund is commercial banks and they are the more often used by the entrepreneur when this is available security, the funds provided are such as debts financing and they argue some assets with value. The security guarantee could be in form of business assets such as property, automotive cars, machinery equipment, bonds or stock which one may be owning.

According to Todelgado (1992), project finance is the Quality management systems in the construction industry funded of money when it is required. Finance is the heartbeat of any enterprise. There are various factors as to why small enterprises have particularly experienced barriers in securing formal credit or finding the cost not commensurate with the effort. Small processing and trading enterprise are often not able to provide the security land held under traditional land tenure system. The need for security is itself a product of the risk, real or perceived and high transaction cost of bank loan may be very high relatively to the actual size of the loan. Financial systems in sub Saharan Africa have traditionally been known to be very through weak resource mobilization, low credit rate, high transaction cost and extensive political interference which has barred the participating institution to reform the much required service to promote a number of industries and sectors.
According to Otieno (2002), finance or capital is important in the overall development process as one of the major factors of productivity together with the land and labour. In the same vein, it is of the major inputs in the development and the growth of development enterprise, furthermore in a business system one of the reasons forms from linkages and the relation with each other is for the purpose of access of financial resources. Likewise, the case that is the whole process of development financial market in particular serves the broad purpose of mobilization on excess resources or serving from leaders, and their allocation to investors, in the form such as credit through the transaction taking place in the firm’s financial system. Consequently, the financial system in this form is made up of institution for saving or for borrowing whose core component is the financial rules of the engagement in the trade of goods and services for consumption and investment and financial organizations of both formal and informal that has set social economics and even political goals. Getting finance can create pressure to economic undertaking these results from a number of factors, some of which are institutional.

2.2.5 Information Technology

Technology is the knowledge of utilization of various tools and machinery to tackle a task more effectively. Technology today has a great importance on procurement and the advancement on technology makes the procurement easier and quicker and at low cost. Computers have become very important and essential requirement in the life of modern man. This is because a lot of information can be stored in the computer and can be of use when needed. Computes also have applications and programs that help run institutions and projects efficiently (Chemers, 2001).

According to Chaffy (2005) creating on effective technology infrastructure is vital. An effective technology infrastructure is paramount to all companies and projects in the modern world we are living in. Infrastructure directly affects the quality of service experienced by both internal and external people who utilize the system in terms of efficiency and becoming responsive to their quest for information or speed in accomplishing various tasks. The technology infrastructure refers to a combination of hardware such as computer system with the organization. These networks are used to link
this software or hardware and software used to deliver the works within an organization and also to its partners and customers. The selection of the software components of information is systematic. Comprehending the jargon of technology involved in the selection of ICT is a major hindrance for non-literature office workers and the managers operating businesses.

James (2005) says that changing an organization technology involves alternating its equipment engineering process research technique or production method, this approach goes back to scientific management theory of Fredrick Taylor production technology often has a major effect on organizational structure. For technology structural or social technical approach attempted to approve performance by simultaneously changing aspect of an organization structure and technology. Job enrichment is an example of technological non-structural approach to change.

The challenges devolved system of government likely to face, rudimentary, the success of devolution will require much resources public awareness capability building initiative and highly committed people, institutions and organization, based on the national values as outlined in the constitution. The core essence of devolution is that at the local level the people are allowed certain flexibility within which they can do decision making that is unique to themselves and their area. They are allowed a measure of self-governances at this level but the national level, decision making is shared transition authority report. (2010).

In spite the advantages of e-procurement technologies, their embracement is still at their early phases. A number of factors might affect a company’s decision to embrace and utilize a particular ICT tech. In consolidating prior studies examining innovation, classified variables that potentially influence ICT adoption into five broad categories: individual, task and innovation related, organizational and environmental characteristics (Kwon &Zmud,2007).Public authorities are implementing scalable communication infrastructures to promote economic development, attract new businesses and residents, and above all, provide excellent service to constituents From a business perspective, implementing scalable communication infrastructures such as wide area networks.
(WANs) accommodates the various types of services government agencies require on a day to day basis, including provision of broadband internet access for online services and internal collaboration, handling administrative data (Busler, 2002).

Organizational and environmental factors positively affected the adoption of ICT in disposal of waste: magnitude of the company; decentralized organizational structure; supply chain strategy integration; transactional climate and supply chain member pressure, and environmental uncertainty, also proposed are that these factors might be paramount to differing degrees which is dependent on the context or technology. For instance, personal factors like the age factor or level of education factor are often more relevant with individual adoption of technology rather than organizational innovation (Patterson et al, 2003).

The ICT literature in general and in the hospitality industry has shown that huge companies are likely to enable ICT creation and embracing due to their financial capability, infrastructure and organizational strength. By deduction, it can be suggested that electronic buying adoption can be influenced by a huge company size and purchasing staff. The premise is that a purchasing company with a huge purchasing unit is more likely to adopt electronic purchasing, as it has more information processing capability, requirements and organizational strengths than small companies. Moreover, a buying firm with a large purchasing unit is also more likely to possess the financial, skill resources and bargaining power to achieve the economies of scale required (Siguaw et al, 2000).

Terry (2007), technology simplifies and reduces tasks needing manual skills and strengths especially in factories and either forms of production property applied and increases productivity. The underutilized tech needs enable skills associated with problem solving and the ability to comprehend thus likely to lead to widening guilt between skilled and non-skilled workers. Routines tasks requiring low level of skills are disappearing fast for example copy typist has all but are disappearing from many offices the availability of word processors flexible prints and photocopies have effectively eliminated copy typing computer terminal network and communication equipment have
made it possible to combine job which were previously carried out separately. In the process it has also enabled the task to be carried out lower level staff process known as empowering. For example, consider a range of task now carried out by British talon tale assist and dealing directly with the screen the assistant can deal with such matter as setting accounts queries imitating new services required by the customer taking order for new equipment changing payments methods deleting services no longer required. Previously such tasks were carried out manually and there were inevitable delays nowadays it is done by one person immediately who is physically based in another country.

Saxenal (2006), the level of technology development in the industry creates an opportunity to market to develop new products. The consumer also tends to benefits from these developments. The Indian automobile industry provides an illustration in this regard. Until 1984 a prospective buyer led to content with old absolute cars like the ambassador and premier cars and a two wheeler buyers with a labret, bias or redroot motorbikes there for the premier automobiles had to look in to the engine design and other ergonomics of their vehicles.

Kenneth (2006) urges that in some industries, internet technology is helping companies collaborate more closely with customers, suppliers and other firms to improve planning, production and distribution of goods and services. The utilization of digital technology to enhance multiple firms to design, develop more and manage products collaboratively through their life cycle. Kenneth further explains that although digitally enabling business process and relationship with other organization can help company achieve new levels of competent and efficiency, it does pose challenges for managers.

Technology has important implication for growth and productivity in an industry, the use of technology is generally deemed to be tied as an objective, there are several advantages of having strong technological expertise, first, products and process innovation are more effective when done together. Intimate knowledge of the production technology and processes makes it possible to understand how changes in product or services and how current or new technology can be applied. The benefits of technological capabilities are
not limited to primary products system. Many companies have used technology to gain strategic advantage in other operation subsystems. Many companies have developed computer systems called MRP is that customers can place orders and have up to date information about delivery and supplies can trust information or usage of products and services by customers and automatically replenish customer’s products that are high quality. People rely on information systems to communicate with each other using a variety of physical devices [hardware] information processing instructions and procedures [software] communication channels and stored data (Jury, 2004).

David (2005), the use of computers ensures quality systems in terms of efficiency and effectiveness. It also ensures data is kept in the main server and where needed. Business process reengineering is often based on new possibility for breakthrough performance provided by the emergence of new enabling technologies. The most important of these, the one that is prominal ingredient in many recipes is information technology. It enables dissemination, analysis and use of information from and to customers and suppliers and within enterprises. In new ways and in time frame that impact process, organization design and strategic competences.

Kotler (2008), maintaining technological capability is expensive in the short run but not having it can be fatal in the long run. Technology strategy needs to be coordinated consciously with the overall strategy so that it supports the organizations and it should be intended for long term survival and prosperity with a well done technology. Strategy technological capabilities can be used to revitalize and strengthen the entire organization. Many companies use bar codes and optical scanning technology to truck materials following through the production system. The other benefits include reduction of labour material inventory transportation quality maintenance and energy cost.

Gelser (2007), ease of accessibility to documents particularly client’s information and inquiry is a major indicator of organization efficiency technologies assist in office in office automation there by easing document accessibility. The internet and email systems results in a fast and efficient document accessibility and dissemination. Many institutions have taken up the challenge to acquire technology and use of it effectively as a catalyst
for increase economic development. Technology involves use of modern equipment such as satellite dishes.

2.3 Summary and Research Gaps
The three important processes are organizational planning, staff acquisition and team development”. Coming up with a project management process group involves selection of a project team, including the project leader. When the management decides to develop the group, required funding and all essential resources are allocated.

The financing process which involves raising and maintaining adequate funding for the quality management system in the construction industry activities is of critical importance for sustainability. Insufficient financing is a major factor for poor maintenance, which is often cited as the main reason for failure. Failure to address financial issues is a main obstacle to achieving the implementation of quality management system in the construction industry in Kenya goals in many countries.

In designing the broad regulatory framework that will support a conducive environment for private sector participation, governments consider a wide range of specific laws, constitutional rules, and measures from central and local bodies.

Information technology is the most basic tools that play a critical role in increasing the productivity of firms in the whole world. Firms should always be well informed about the emerging technologies in order to be ready to cope with such changes and thus enable them to improve their productivity. Quality management system in the construction industry activities have been affected greatly by the technological change that the world has gone through.

A firm’s structure which consists of activities for instance task allocation, coordination and supervision, which are geared towards the attainment of the firm’s objectives. It can also be called the viewing glass or perspective as to how individuals see their
organization and its environment. Organizational structure refers to the hierarchy of an organization and how the components of this hierarchy work with inclusion to attain the objectives of a firm.

Most construction companies had not embraced quality because of not knowing its professionals on the basis and methodologies therefore more efforts must be made to have an inclusion of quality courses in the engineering programs,

**Table 2.1** (shows a detailed review and gaps to be filled.)

<table>
<thead>
<tr>
<th>Researcher</th>
<th>Focus</th>
<th>findings</th>
<th>Comments and gaps</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wali &amp; Boujelbene</td>
<td>Relationship between Organizational culture and quality Implementation</td>
<td>Positive Relationship</td>
<td>Recommended further study on Organizational culture and quality performance</td>
</tr>
<tr>
<td>(2011)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Zakuan et al. (2012)</td>
<td>Critical success factors of quality implementation</td>
<td>Positive relationship between top management commitment and quality implementation</td>
<td>Recommended further studies on how quality approach impacts on institutions performance</td>
</tr>
<tr>
<td>Jamali et al. (2010)</td>
<td>Success factors of quality implementation</td>
<td>Positive relationship between employees Training and quality implementation</td>
<td>Recommended further studies as to how top management commitment influences successful implementation of quality</td>
</tr>
<tr>
<td>-----------------------</td>
<td>-------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Oluwatoyin &amp; Oluseun (2008)</td>
<td>Critical factors of quality</td>
<td>Positive relationship between employees Training and quality implementation</td>
<td>Further studies to gather information from stakeholders</td>
</tr>
<tr>
<td>Omware (2012)</td>
<td>Determinants of quality implementation</td>
<td>Positive relationship between organizational culture and quality execution</td>
<td>more studies to be done on the effects of hiring new staff on the organization culture.</td>
</tr>
</tbody>
</table>

(Source author 2018)

### 2.4. Conceptual Framework
Conceptual framework represents the relationship that exists between independent variables and dependent variable diagrammatically. The critical factors identified for the
The development of conceptual framework are based on literature review. The independent variables are as follows: government policy, management commitment, project financing, employee training and information technology. The dependent variable is Quality management systems in the construction industry in Kenya.

**Figure 2.1 Conceptual Framework**

*Source: Author (2018)*
2.5 Operationalization of Variables

2.5.1 Government Policy

Government policies are rules and guidelines set by the ones in power and authority. They are formulated to bring about efficiency, consistency and order in the way operations are conducted. Companies are expected to follow various rules, guidelines and regulations which delivering services to its residents. In fact, there has been establishment of many rules and regulation made by the central government, Act of expected to adhere to some of the policies have at times made it hard to people and organizations to use their creativity to perform their roles. Since the accounting of some these acts and regulations most towns have become more effective thus affect Quality management systems in the construction industry.

2.5.2 Management Commitment

Strategic management commitment is multifunctional and involves managing through others, and aids a firm to tackle with change that seems to be growing out of control in today’s globalized business environment. It serves no purpose to talk about things that need to change, while no effort is made by management to ensure that personnel understand and support the change therefore it affect the Quality management systems in the construction industry.

2.5.3 Project Financing

Financing long term infrastructure, industrial projects and Quality management systems in the construction industry funded services based upon a non-recourse or limited recourse financial structure where project debt and equity used to finance the project are paid back from the monies got from the project. Companies use tools of finance such as cost benefit analysis are used to come up with options that provide the best strategies for embracing and practice in terms of advantages gained in labor, time and savings in terms of the financial aspect.
2.5.4 Employee Training

Employee training is the involvement of the key people in a given tasks and has multiple functions which involves managing through others, and aids firms to tackle change that is deemed to be growing out of control in today ‘s global business environment. It serves no purpose to talk about things that need to change, while no effort is made by management to ensure that personnel understand and support the change therefore it affect the Quality management systems in the construction industry of Quality management systems in the construction industry

2.5.5 Information Technology

This is the use of electronic technology to support information processing activates data collection and storage. The use of technology in the company is critical this is because technology makes the company reach a wider range of customer. The more the business advances in technology the more it becomes competitive. It has also led in expansion of the realm of the business opportunities. The proper deployment of IT can determine an organizations growth.

2.6 Chapter Summary

Looking into similar research done in regard to quality in the construction industry various scholars have given their opinion on how best to shape up and improve the industry. However, like in any research many more has to be done and improved as seen on the research gaps.

The relationship between our independent and dependent variable is shown on the conceptual framework and how each one of those variables affect the dependent variable.
CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction
The chapter depicts a systematic description of the method of research and procedures applied in carrying out and that were used in this study. The details included research design, target population, sampling techniques, data collection instruments, data collection procedure and data analysis procedure.

3.1 Research Design
Research design is the systematic arrangement of condition for collection and analysis of data in a manner that is aimed at combining relevance to the study research purpose with economy in procedure. The study adopted a descriptive research design primarily it enables the researcher to seek new ideas from the respondents and develop an insight to the problems under study.

3.2 Target Population
Target population is a collective set of complete persons, cases or objects with some similar characteristics to which the researcher wants to generalize and achieve the required results of the study. The study aimed mainly on the employees of China Jiangsu International Enkang project in the following categories, top management, middle level management and support staff which have a target population of 124 staff.
Table 3.1 Target Population

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management (top)</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Middle Management</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>Support Staff</td>
<td>113</td>
<td>91</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>124</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2018)

3.3 Sample and Sampling Technique

some individual of the aimed population are chosen as to represent the entire total population through the use of probability to acquire a representative degree of reliability in the selected area Saleemi (2007) this is what is known as sampling. The research used stratified random sampling because it enabled generalization of a larger population with a margin of error that is statistically determinable. The sample size was 50% of the target population. Below is a table showing the sample size:

Table 3.2 Sample Size

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Population</th>
<th>Sample Size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management (top)</td>
<td>2</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Middle Management</td>
<td>9</td>
<td>4</td>
<td>7</td>
</tr>
<tr>
<td>Support Staff</td>
<td>113</td>
<td>57</td>
<td>91</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>124</strong></td>
<td><strong>62</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2018)
3.4 Data Collection Procedures / Instruments Used

3.4.1 Questionnaire
This study used primary data, collected through questionnaire. The questionnaire was used because of its economical, it also ensures anonymity, it permit use of the standardized questions and has procedures which are uniform which, provide time for subjects to ponder about the feedback and it is easy to score. The questionnaires were made up of closed ended and open ended questions to avoid being too rigid and quantify data especially where structured items were used Kothari (2004). This method helped the study to collect enough information, which was impossible using interviews and observations. Secondary data was collected from published materials.

3.5 Pilot Study
The primary aim of the pilot study was to see how the actual feasibility of the study and also help in identifying the problems that would likely to occur in the actual study. Prior to the commencement of the actual data collection, the researcher took the necessary precautions. This test was conducted at Hadar Property Developers in Nairobi, whereby 20 questionnaires were given to the workforce at Hadar in the different departments. The filled questionnaires were later analysed whether they were comprehensive and consistent.

3.5.1 Validity and Reliability of Research Instruments
Validity is to check whether the research measures what it was intended to measure. Reliability can be identified as the extent to which the measurement of a test remains consistent over repeated tests of the same subject under identical conditions. A pilot study was conducted to identify elements of study population and unit of analysis. Throughout the study, draft queries were tested prior to identify and remove any ambiguous words and get the highest possible precision. On the other hand, questions which did not yield the required data were discarded.
3.6 Data Collection Procedure

Questionnaires were used in the study. They were hand-delivered and collected after two days. Open and closed queries were the type of questions used. To ensure that the questions were relevant, the researcher used closed ended questions. To make clear dimensions along where the respondents were analyzed, the researcher phrased the questions very clearly. The open ended questions had spaces to which the respondents clearly expressed their feelings thereby giving them the necessary freedom they wanted. This in turn created confidentiality since the presence of the researcher was not required as the questionnaires were self-explanatory.

3.7 Data Analysis Methods

This involved qualitative and quantitative analysis. Data analysis may be termed as the logical order of amassing, modeling and transforming data with the objective of capturing helpful information, suggestions, and conclusion which can greatly aid in decision making hereby transforming raw data into interpretable and feasible designs. Data was analyzed using statistical methods by use of tables, charts, frequencies and percentages. It was envisaged that the comparative methods were the best since the data were quantitative in nature prior to the summarization of the data. The questionnaires were checked to ensure that they were fully completed and accurate.

3.8 Ethical Considerations

3.8.1 Privacy

It was anticipated that some of the respondents were not willing to give information thinking that their identity will be revealed and that will work on their disadvantage. To solve this limitation, the researcher elaborated why the study was of the outmost importance of the study to the company hence convinced them to participate.

3.8.2 Confidentiality

Some of the respondents resisted giving information that they considered being confidential and that they felt to be a threat to the company. Some of the information
required was held back for fear that the study might turn out to be a trap to victimize some field officer thus making it difficult for the study. The confidential information may be taken advantage by the competitors; to get rid of the limitation the researcher addressed this upfront using the letter from Management University of Africa and provided the necessary assurance to the respondents.

3.8.3 Fear of Victimization
Top management have a tendency to be suspicious of researchers, it was anticipated that some of the respondents were concerned about the extent of information the management wanted them to contribute without any repercussions, but this concerns were addressed upfront using the letter from Management University of Africa and providing the necessary assurance to the respondents.

3.9 Chapter Summary
The chapter entails how the research was carried out. Descriptive research design was used on a target population of 124 members of staff from China Jiangsu International. In this case stratified random sampling was used to get a sample which was used for this research using questionnaire as an instrument to collect data while ensuring that all ethical considerations were factored in so as to get the best possible outcome of this research.
CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction
Analysis of the raw data collected by the researcher is done on this chapter. The data is interpreted according to the research statistics. Analysis of the data was done using descriptive statistics such as tables and charts.

4.1 Presentations of Findings

4.1.1 Rate of Response

Table 4.1 Rate of Response

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>52</td>
<td>84</td>
</tr>
<tr>
<td>Non Response</td>
<td>10</td>
<td>16</td>
</tr>
<tr>
<td>Total</td>
<td>62</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

Fig 4.1 Response Rate

Source: Author (2018)

Table 4.1 and figure 4.1 show the response rate. Based on the analysis, 84% of the respondents dully filled and returned questionnaires while 16% of the total respondents
did not return the questionnaires. As analyzed, it can be concluded that, most of the respondents did participate in this study research.

4.1.2 Gender Analysis
The researcher purposed to unearth the gender of the respondents table 4.2 and figure 4.2 below shows the results.

**Table 4.2 Gender of Respondents**

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>38</td>
<td>73</td>
</tr>
<tr>
<td>Female</td>
<td>14</td>
<td>27</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>52</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Author (2018)*

![Fig 4.2 Gender of Respondents](image)

*Source: Author (2018)*
Table 4.2 and figure 4.2 shows gender analysis. Based on the analysis male respondents were 38 while the remaining 14 were female. These constituted 73% male respondents as compared to 27% of female respondents. This shows that male workers were the majority in the workplace.

### 4.1.3 Age Analysis

The researcher purposed to unearth the age of the respondents table 4.3 and figure 4.3 shows the results

**Table 4.3 Age Analysis**

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 – 25 yrs.</td>
<td>11</td>
<td>21</td>
</tr>
<tr>
<td>26 – 35 yrs.</td>
<td>21</td>
<td>40</td>
</tr>
<tr>
<td>36 – 45 yrs.</td>
<td>12</td>
<td>23</td>
</tr>
<tr>
<td>46 and above</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>52</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Author (2018)*

**Figure 4.3 Age Analysis**

*Source: Author (2018)*
Table 4.3 and figure 4.3 above shows the age of respondents. Based on these, those respondents who were between the ages of 18 – 25yrs were 11 at 21%, 26 – 35yrs were 21 at 40%, 36 – 45yrs were 12 at 23% while those who were above the age of 46 yrs. were 8 at 16%.

4.1.4 Highest Level of Education

The researcher purposed to unearth the highest level of education of the respondents table 4.4 and figure 4.4 below shows the results.

**Table 4.4 Highest Level of Education**

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Secondary</td>
<td>8</td>
<td>15</td>
</tr>
<tr>
<td>College</td>
<td>20</td>
<td>38</td>
</tr>
<tr>
<td>University</td>
<td>24</td>
<td>46</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>52</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2018)

**Figure 4.4 Highest Level of Education**

Source: Author (2018)
Table 4.4 and figure 4.4 shows the level of education. Based on the analysis, those who had attained secondary education were 8 at 15%, 20 of them at 38% had only attained college education while 24 of them at 46% had attained university education. No respondent reported to have attained primary level

4.1.5 Job Experience in the Organization

The researcher purposed to unearth various job experiences of the respondents table 4.5 and figure 4.5 below shows

Table 4.5 Job Experience

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 years and below</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>2-7 years</td>
<td>18</td>
<td>34</td>
</tr>
<tr>
<td>8-13 years</td>
<td>23</td>
<td>44</td>
</tr>
<tr>
<td>13 years and above</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>52</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 4.5: Job Experience

Source: Author (2018)
Table 4.5 and figure 4.5 shows job experience of the respondents. Based on those respondents, those who have worked for a period of 1 year and below were 5 constituting 10%, 2-7 years were 18 at 34%, 8-13 years were 23 at 44% and those who had worked for, 13 years and above were 9 at 12%. Based on the study, it can be concluded that many of the respondents had worked for a period between 8-13 years.

4.1.6 Respondent Category

The researcher purposed to unearth categories of the respondents figure 4.6 and table 4.6 below shows

Table 4.6 Respondent Category

<table>
<thead>
<tr>
<th>Respondent Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Middle Level</td>
<td>15</td>
<td>29</td>
</tr>
<tr>
<td>Support staff</td>
<td>36</td>
<td>69</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 4.6 Respondent Category

Source: Author (2018)
Table 4.6 and figure 4.6 above intended to establish the various respondent’s category. From the study it is clear that majority of the respondents were from the support staff with a percentage of 69% while middle level at 29% respectively and the top management at 2%. Based on the findings it is crystal clear that all the many of the respondents were from support level were represented.

4.1.7 Government Policy

The researcher purposed to unearth the effect of Government Policy on Quality management systems in the construction industry in Kenya Table 4.7 and figure 4.7 below shows the results

**Table 4.7 Effect of Government Policy on Quality Management Systems in the Construction Industry in Kenya**

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>46</td>
<td>88</td>
</tr>
<tr>
<td>No</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

![Figure 4.7 Effect of Government Policy on Quality Management Systems in the Construction Industry in Kenya](image)

Source: Author (2018)
Table 4.7 and figure 4.7 show how government policy affects Quality management systems in the construction industry in Kenya. Based on the analysis, 88% of the total respondents indicated that government policy affects Quality management systems in the construction industry in Kenya while 12% of the total respondents stated that government policy does not affect Quality management systems in the construction industry in Kenya.

4.1.8 Government Policy Rating

The researcher purposed to unearth the government Policy Rating on Quality management systems in the construction industry in Kenya table 4.8 and figure 4.8 shows the result

Table 4.8 Government Policy Rating on Quality Management Systems in the Construction Industry in Kenya

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very high</td>
<td>25</td>
<td>48</td>
</tr>
<tr>
<td>High</td>
<td>15</td>
<td>29</td>
</tr>
<tr>
<td>Fair</td>
<td>10</td>
<td>19</td>
</tr>
<tr>
<td>Low</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 4.8 Government Policy Rating on Quality Management Systems in the Construction Industry in Kenya

Source: Author (2018)
Table 4.8 and figure 4.8 show how they rated government policy on Quality management systems in the construction industry in Kenya. Based on the analysis, 48% of the total respondents rated government policy as very high, 29% as high, 19% as fair and 4% rated it low. Based on the study it can be found that most of the staff rated government policy as a factor influencing Quality management systems in the construction industry in Kenya to be very high.

4.1.9 Management Commitment

The researcher purposed to unearth the effect of Management commitment on Quality management systems in the construction industry in Kenya. Table 4.9 and figure 4.9 shows the results

Table 4.9 Effect of Management Commitment on Quality Management Systems in the Construction Industry in Kenya

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>45</td>
<td>86</td>
</tr>
<tr>
<td>No</td>
<td>7</td>
<td>14</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 4.9 Effect of Management Commitment on Quality Management Systems in the Construction Industry in Kenya.

Source: Author (2018)

Table 4.9 and figure 4.9 shows the effect of management commitment on Quality management systems in the construction industry in Kenya. Based on the analysis 86%
of the total respondents agreed that management commitment affects Quality management systems in the construction industry in Kenya while 14% of the total respondents stated that management commitment does not affect Quality management systems in the construction industry in Kenya. Basing on the study it can be concluded that management commitment has an effect on Quality management systems in the construction industry in Kenya.

4.1.10 Management Commitment Rating

The researcher purposed to unearth the effect of Management commitment rating on Quality management systems in the construction industry in Kenya. Table 4.10 and figure 4.10 shows the results

Table 4.10 Management Commitment Rating on Quality Management Systems in the Construction Industry in Kenya

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very High</td>
<td>15</td>
<td>29</td>
</tr>
<tr>
<td>High</td>
<td>20</td>
<td>38</td>
</tr>
<tr>
<td>Fair</td>
<td>10</td>
<td>19</td>
</tr>
<tr>
<td>Low</td>
<td>7</td>
<td>14</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 4.10 Management Commitment Rating on Quality Management Systems in the Construction Industry in Kenya

Source: Author (2018)
Table 4.10 and figure 4.10 show how they rated effect of management commitment on Quality management systems in the construction industry in Kenya. Based on the study, management commitment had high impact at 38%, 29% believed it very high, 19% thought it was fair while 14% of the total respondent stated that it was low. Based studies it was found that most rated management commitment effect on Quality management systems in the construction industry in Kenya as high.

4.1.11 Employee Training

The researcher purposed to unearth effect of Employee training on Quality management systems in the construction industry in Kenya table 4.11 and figure 4.11 shows the results

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>48</td>
<td>92</td>
</tr>
<tr>
<td>No</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 4.11 Effect of Employee Training on Quality Management Systems in the Construction Industry in Kenya

Source: Author (2018)
Table 4.11 and figure 4.11 shows the effect of employee training on Quality management systems in the construction industry in Kenya. Based on this, 92% of the total respondents indicated that employee training had an effect on Quality management systems in the construction industry in Kenya while 8% of the total respondents stated that employee training had no effect on Quality management systems in the construction industry in Kenya. Based on the studies it was found that employee training had an effect on Quality management systems in the construction industry in Kenya.

4.1.12 Employee Training Rating

The researcher purposed to unearth effect of Employee training on Quality management systems in the construction industry in Kenya table 4.12 and figure 4.12 shows the results

Table 4.12 Employee Training Rating on Quality Management Systems in the Construction Industry in Kenya

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very High</td>
<td>25</td>
<td>48</td>
</tr>
<tr>
<td>High</td>
<td>16</td>
<td>31</td>
</tr>
<tr>
<td>Fair</td>
<td>8</td>
<td>15</td>
</tr>
<tr>
<td>Low</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>52</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Author (2018)*

Figure 4.12 Employee Training Rating on Quality Management Systems in the Construction Industry in Kenya

*Source: Author (2018)*
Table 4.12 and figure 4.12 show how they rated employee training on Quality management systems in the construction industry in Kenya. Based on the analysis, 48% of the total respondents rated employee training effect as very high, 31% as high, 15% was fair while 6% was low. Based on the study, it was found that most of the respondents rated employee training as very high in influencing Quality management systems in the construction industry in Kenya.

4.1.13 Project Financing

The researcher purposed to unearth the Effects of Project financing on Quality management systems in the construction industry in Kenya table 4.13 and figure 4.13 below shows the findings

Table 4.13 Effects of Project Financing on Quality Management Systems in the Construction Industry in Kenya

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>42</td>
<td>81</td>
</tr>
<tr>
<td>No</td>
<td>10</td>
<td>19</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 4.13 Effects of Project Financing on Quality Management Systems in the Construction Industry in Kenya.

Source: Author (2018)
Table 4.13 and figure 4.13 show the effect of project financing on Quality management systems in the construction industry in Kenya. Based on the findings most of the respondents at 81% against the minority at 19% indicated that project financing affects Quality management systems in the construction industry in Kenya.

4.1.14 Project Financing Rating

The researcher purposed to unearth the Effects of Project financing rating on Quality management systems in the construction industry in Kenya table 4.14 and figure 4.14 below shows the findings

Table 4.14 Rating of Project financing on Quality Management Systems in the Construction Industry in Kenya

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very high</td>
<td>23</td>
<td>44</td>
</tr>
<tr>
<td>High</td>
<td>17</td>
<td>33</td>
</tr>
<tr>
<td>Fair</td>
<td>8</td>
<td>15</td>
</tr>
<tr>
<td>Low</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

![Figure 4.14 Rating of Project financing on Quality Management Systems in the Construction Industry in Kenya](image)

Source: Author (2018)
Table 4.14 and figure 4.14 indicates the rating of project financing on Quality management systems in the construction industry in Kenya. From the analysis majority of the respondents at 44% rated very high, 33% rated high, 15% rated fair while the minority at 9% rated it low. Based on the findings, it can be concluded that project financing affects Quality management systems in the construction industry in Kenya at very high rate.

4.1.15 Information Technology

The researcher purposed to unearth the Effect of Information technology on Quality management systems in the construction industry in Kenya table 4.15 and figure 4.15 shows the results

Table 4.15 Effect of Information Technology on Quality Management Systems in the Construction Industry in Kenya

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>44</td>
<td>84</td>
</tr>
<tr>
<td>No</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 4.15 Effect of Information Technology on Quality Management Systems in the Construction Industry in Kenya.
Source: Author (2018)
Table 4.15 and figure 4.15 show the effect of information technology on Quality management systems in the construction industry in Kenya. Based on the findings many of the respondents at 84% against the minority at 16% indicated that information technology affects Quality management systems in the construction industry in Kenya.

4.1.16 Information Technology Rating

The researcher purposed to unearth the Effect of Information technology rating on Quality management systems in the construction industry in Kenya table 4.15 and figure 4.15 shows the results.

Table 4.15 Rating of Information Technology on Quality Management Systems in the Construction Industry in Kenya

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very high</td>
<td>22</td>
<td>42</td>
</tr>
<tr>
<td>High</td>
<td>15</td>
<td>29</td>
</tr>
<tr>
<td>Fair</td>
<td>9</td>
<td>18</td>
</tr>
<tr>
<td>Low</td>
<td>6</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>52</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 4.15 Rating of Information Technology on Quality Management Systems in the Construction Industry in Kenya

Source: Author (2018)
Table 4.15 and figure 4.15 indicates the rating of information technology on Quality management systems in the construction industry in Kenya. Based on the findings many of the respondents at 42% rated very high, 29% rated high, 18% rated fair while the minority at 11% rated it low. From analysis, it can be concluded that information technology affects Quality management systems in the construction industry in Kenya at very high rate.

4.2 Limitation of the Study

4.2.1 Confidentiality
The organization had policies on confidentiality and privacy and employees were restricted not to share information with the non-members of the organization. However, the researcher explained to the respondents that this research was primary purpose was academic but not investigation.

4.2.2 Bureaucracy
Since every organization have rules and regulation stipulated by the acts on which such organization are formatted. The researcher encountered long time during the process of answering the questionnaires basically this challenge was explained to the management the importance of the research especially with respect to answering questions and how the findings would help the organization bridge the gaps developed by the student and help future scholars for their academic work.

4.3 Chapter Summary
This briefly discussed the findings by the researcher in form of tables graphs and pie charts in different variables that were affecting the implementation of quality management systems in the construction industry in Kenya.
CHAPTER FIVE
SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction
This section presents the findings, conclusion, recommendations and suggestion for further studies that are based on the factors that affect Quality management systems in the construction industry of Quality management systems in the construction industry in Kenya.

5.1 Summary of Findings

5.1.1 To what extent does Government Policy Affect Quality management systems in the construction industry in Kenya?
The majority respondents indicated that government policy is predominantly a factor affecting Quality management systems in the construction industry in Kenya. In this regard the respondents indicated that the organization where there is maintained government policy set up it enables Quality management systems in the construction industry in Kenya. In this regard, the respondents said that the management should be much concerned on the ways to adhere to government policy in the organization. The response was rated as; very high 48%, high 29%, fair 19% and low 4%. Based on the findings the study reveals that government policy affects Quality management systems in the construction industry in Kenya at a very high rate.

5.1.2 What is the effect of Management commitment on Quality management systems in the construction industry in Kenya?
It was found that management commitment has effect on Quality management systems in the construction industry in Kenya. On rating management commitment effect, most of the respondents cited that it is important for the organization to have employees who are well equipped with leadership skills. The response was rated as; very high by 29% high by 38%, fair by 19% and low by 14%.
5.1.3 To what extent does Employee training affect Quality management systems in the construction industry in Kenya?
Employee training a vital factor to be put into consideration by the management. Majority of the respondents agreed that employee training affect Quality management systems in the construction industry in Kenya and they rated the effect of employee training on Quality management systems in the construction industry in Kenya as; very high 48%, high 31%, fair 15% while low as 6%.

5.1.4 In which ways does the Project financing affect Quality management systems in the construction industry in Kenya?
It was found out that employees training roles upgrade expertise or add to the existing level of knowledge so that the employee is properly finished to undertake any placement, or to prepare him for a greater position with much more responsibility. On rating the effect of project financing on Quality management systems in the construction industry in Kenya, the response rate was very high at 44%, high rate at 33%, 15% at fair rate and 9% at low rate.

5.1.5 To what extent does Information technology affect Quality management systems in the construction industry in Kenya?
Managers should ensure that information technology plans are implemented and controls the efficient, effective, forward on Quality management systems in the construction industry of Quality management systems in the construction industry in Kenya. The response was rated as; very high 42%, high 29%, fair 18% and low 11%. After deducing, the study confirms that information technology affects Quality management systems in the construction industry in Kenya at a very high rate.

5.1.6 Conclusions
Government policy that is required should be obtained by the organization to ensure that the rule and procedures are right. The organization should have better policies to attract even more customers to the services that they are providing. Government policies are also necessary for the organization to follow and discuss the hard issues that need through understanding.
Although teams are excellent ways to maximize organizational effectiveness, the leadership must support the creation of effective teams. Employees are seriously concerned about management support, role clarity, workload distribution, and team social support when assigned to work in teams. The best way to harness the wisdom, creativity, and innovative power of teams is for the organizational leaders to recognize their unique potential to deliver results and understand the benefits they provide. When leaders and management have this recognition, the leaders willingly support and nurture the development of teams in firms.

The culture of any establishment, is a package comprising of norms, values, and beliefs collectively. These have developed through a long period, some of which are not foreseen. An organizational culture is that which is shared by individuals in any establishment, their beliefs, values, attitudes and norms of behavior or the established routines, traditions, ceremonies and reward systems that determine how people within the organization react and behave both toward their internal and external stakeholders, peers and customers.

The study made conclusions employee understanding of adoption of organization information technology is achieved through better passing of information in every flow of organization culture. This ensures that the organization activities are well controlled and coordinated for the success and achievement of organizational objective.

5.2 Conclusion

5.2.1 Introduction

In all the 62 questionnaires which were distributed only 52 of the respondents responded representing 89% of the total respondent who participated effectively and their analysis were included in the study. The remaining 10 respondents represented by 11% never returned the questionnaires for analysis and therefore were not included in the study. From the analysis 83% were male respondents against 27% who were female. In terms of age category, the ages between 18-25 were represented by 21%, the ages between 26-35 were represented by 40%, and the ages between 36-45 were represented by 25%, while 46 and above were represented by 16%. Based on the findings it’s clear the majority of the respondents had university qualifications with 46%, they were followed by
respondent at 38% from college level and then 15% from secondary level. In terms of job experience those who had worked for 1 year and below were represented by 10%, 2-7 years were represented by 34%, 8-13 years by 44% and those who had worked for 10 years and above were represented by 12%.

5.2.2 Government Policy
The study revealed the effect of government policy on Quality management systems in the construction industry in Kenya. It was established that 88% of the respondents said that government policy affects Quality management systems in the construction industry in Kenya while 12% said that there was no effect on Quality management systems in the construction industry in Kenya.

5.2.3 Management Commitment
Management commitment is predominantly vital in enhancement of Quality management systems in the construction industry in Kenya. Based on the finding majority of the respondents at 86% agreed that management commitment affects Quality management systems in the construction industry in Kenya while the remaining 14% said management commitment has no effect on Quality management systems in the construction industry in Kenya.

5.2.4 Employee Training
The study showed the effect of employee training on Quality management systems in the construction industry in Kenya where majority of the respondents at 92% agreed that employee training affects Quality management systems in the construction industry in Kenya whereas 8% said employee training has no effect on Quality management systems in the construction industry in Kenya.

5.2.5 Project Financing
The study revealed the effect of project financing on Quality management systems in the construction industry in Kenya. It was established that 81% of the respondents said that project financing affects Quality management systems in the construction industry in Kenya while 19% said that there was no effect.
5.2.6 Information Technology
The study revealed the effect of information technology on Quality management systems in the construction industry in Kenya. It was established that 84% of the respondents said that information technology affects Quality management systems in the construction industry in Kenya while 16% said that there was no effect.

5.3 Recommendations
5.3.1 Government Policy
Government policy is a key factor in every decision making process of organizations by providing them policy on Quality management systems in the construction industry in Kenya. Government regulations are an important factor to the organization and it was recommended that the management should source daily the new regulations that are required and also inform the clients at any moment they are changes in the regulations. The organization should embrace the use of government regulations in procurement of their products and services.

5.3.2 Management Commitment
There needs to be a high level and strategy put in place to ensure leadership is provided by the heads in when running of the organizations. Hence there should be clear policies to ensure management commitment is provided according and sufficiently.

5.3.3 Employee Training
The study recommends that any organization should ensure that there is extensive research on how to ensure that good culture is achieved in all levels of management to deal with Quality management systems in the construction industry issues. It is very important for managers to recognize and understand their own culture and how cultural differences occur, and also cultural insights are vital in the understanding the tension between local cultures and global issues in international companies.

5.3.4 Project Financing
The organizations should be able to improve their finance portfolios through various sources of finances available; both the short and long term sources. Pulling the resources
together we in turn aids a firm to get the much needed results ending in good service delivery management.

5.3.5 Information Technology
Information technology in Kenya is an issue of crucial importance and the ethical qualities of individual private servants are also important. It was recommended that in the crucial work of private managers involving discretion and advice, as well as policy making, that the ethical standards of Quality management systems in the construction industry funded service assume particular significance.

5.4 Implication for Training
The researcher observed a need for further research since the survey could not exhaust all the factors affecting Quality management systems in the construction industry in Kenya like company policy, communication and so on. It is hereby advocated that comparable studies ought to be executed in divergent settings like research on other countries apart from Kenya to establish other factors that may affect Quality management systems in the construction industry in Kenya.
REFERENCES


Dear Respondent,

**Re: Request for Permission to Carry out Research Study.**

I am an undergraduate student undertaking a degree in Bachelor of Development Studies Project Management Option at the Management University of Africa and I am currently conducting a research on factors affecting Quality Management Systems in Construction Industry in Kenya.

You have been selected to assist in providing the required information because your views are considered important to this study.

I am therefore kindly requesting you to fill this questionnaire. Please note that any information given will be treated with utmost confidentiality and will only be used for the purpose of this study.

Yours Faithfully;

Bethwell I Muruah
BDS/12/00080/1/2016
APPENDIX II

RESEARCH QUESTIONNAIRE

Kindly answer the questions by putting a tick in the appropriate box or by writing in the space provided.

SECTION 1: GENERAL INFORMATION

1. Gender
   Male {  }
   Female {  }

2. Age
   Between 18-25 {  }
   Between 26-35 {  }
   Between 36-45 {  }
   Above 46 {  }

3. Highest level of education
   Primary {  }
   Secondary {  }
   College {  }
   University {  }

4. Work Experience
   Less than 2yrs {  }
   2-7 yrs. {  }
   8-13 yrs. {  }
   13 yrs. and Above {  }

5. Respondent Category
   Top Management {  }
   Middle Level Management {  }
   Support Staff {  }
SECTION 2: GOVERNMENT POLICY

6. Does government policy affect Quality management systems in the construction industry in Kenya?
   
   Yes {   }
   No {   }

   Explain
   ………………………………………………………………………………………
   ………………………………………………………………………………………
   …………………………………………………………………………………

7. How do you rate the effects of government policy on Quality management systems in the construction industry in Kenya?
   
   Very High {   }
   High {   }
   Fair {   }
   Low {   }

8. Suggest how government policy can be improved to enable Quality management systems in the construction industry in Kenya?
   
   ………………………………………………………………………………………
   ………………………………………………………………………………………
   …………………………………………………………………………………

SECTION 3: MANAGEMENT COMMITMENT

9. Does management commitment affect Quality management systems in the construction industry in Kenya?
   
   Yes {   }
   No {   }

   Explain
10. How do you rate the influence of management commitment on Quality management systems in the construction industry in Kenya?
   Very High {   }
   High {   }
   Fair {   }
   Low {   }

11. Suggest how management commitment can improve Quality management systems in the construction industry in Kenya

   SECTION 4: EMPLOYEE TRAINING

12. Does employee training affect Quality management systems in the construction industry in Kenya?
   Yes {   }
   No {   }
   Explain

13. How do you rate the effects of employee training on Quality management systems in the construction industry in Kenya?
   Very High {   }
   High {   }
   Fair {   }
   Low {   }
14. Suggest how employee training can be improved to enable Quality management systems in the construction industry in Kenya?

.................................................................................................................................

.................................................................................................................................

**SECTION 5: PROJECT FINANCING**

15. Does project financing affect Quality management systems in the construction industry in Kenya?
   
   Yes {   }
   No {   }
   Explain

.................................................................................................................................

.................................................................................................................................

.................................................................................................................................

16. How do you rate the effects of project financing on Quality management systems in the construction industry in Kenya?

   Very High {   }
   High {   }
   Fair {   }
   Low {   }

17. In your opinion suggest how project financing can be maintained to enable Quality management systems in the construction industry in Kenya?

.................................................................................................................................

.................................................................................................................................

.................................................................................................................................

**SECTION 6: INFORMATION TECHNOLOGY**

18. Does information technology affect Quality management systems in the construction industry in Kenya?
19. How do you rate the effects of information technology on Quality management systems in the construction industry in Kenya?

   Very High {   }
   High {   }
   Fair {   }
   Low {   }

20. In your opinion suggest how information technology can be natured to enable Quality management systems in the construction industry in Kenya?

   ………………………………………………………………………………………
   ………………………………………………………………………………………
   ………………………………………………………………………………………

THANK YOU FOR YOUR COOPERATION
APPENDIX III

KAHAWA WENDANI MAP

Source (google maps 2018)