ROLE OF QUALITY MANAGEMENT PRACTICES IN THE GROWTH OF GARMENT MAKING MICRO AND SMALL ENTERPRISES IN KENYA; A CASE OF NAIROBI COUNTY

Jane Matingi Nyikuri
Masters Student: Jomo Kenyatta University of Agriculture and Technology.

&

Dr. Kennedy Ogollah
Lecturer: Jomo Kenyatta University of Agriculture and Technology

ABSTRACT

Despite considerable government support and assistance in terms of quality management practices many garment making Micro and Small Enterprises performance is below expectation and some have remained small, others indeed fail to progress to the growth phase of the organizational life cycle while others collapsed and their failure rate remains high. Past studies indicate that the Micro and Small Enterprises sector in Kenya is characterized by high mortality rate, three out of five fail within the first few months of operation, over 60% fail each year and most do not survive to their third anniversary. It was reported that about 20% of the Micro and Small Enterprises enter and exit most markets every year. This study was built upon Schumpeterian innovation theory, Kanter's theory, The Kano theory, Theory of constraints (TOC) and Stage growth model. The study adopted descriptive research design. The target population was 810 Micro and Small Scale Garment Making Enterprises in Nairobi County. The stratified sampling technique method was used for this study and data was collected through the use of questionnaires. A pilot study was conducted to pretest the validity and reliability of instruments for data collection. The data was analyzed by use of both qualitative and quantitative methods with the help of Statistical Package for Social Sciences (SPSS) version 21 and excel. The study findings showed that technological innovation, management commitment, continuous improvement and customer focus influences firm growth. The correlation and regression analysis showed that they influenced garment making micro and small enterprises with a positive and significant relationship at 5% level of significance. The study established that customer focus is the most significant factor of the independent variables.

Keywords: *Quality Management; Practices; Growth; Garment Making; Micro and Small Enterprises.*

Introduction

Globally, the garment making micro and small enterprises (MSEs) are considered the engine of economic growth and MSEs constitute over 90% of total enterprises in most of the economies, MSEs have the highest rates of employment growth at low capital cost (Bruyat & Julien, 2011). Research studies on small firms and entrepreneurship emphasize that the micro and small firms are the real driving force behind economic growth and creation of millions of jobs. More importantly, they are the second largest employers of manpower, after agriculture (Oakland, 2010). Basing on the OECD (2013) garment making MSEs generate more than 60% and over 50% of the jobs in high income countries respectively.

Quality management practices provide the mechanisms for the effective accomplishment of quality- related activities in organizations to achieve its growth objectives and goals (Wanjau, 2010). Ross and Saunders (2009) suggested that quality management practices in garment making enterprises consists of the organization's commitments, strategies, resources, processes and delineation of responsibility and authority deliberately aimed at achieving product or service quality levels consistent with customer satisfaction and the organization's objectives. The contribution of quality in MSEs is further supported by the Kenya's Vision 2030 strategy (ROK, 2010) which stresses the need to strengthen MSEs to become the key industries of the future by improving their product quality through creativity and innovation. The challenges posed by increased customer demands, new entrants to the market, increased quality standards requirements and technological developments in the textile sector require MSEs to raise entrepreneurial levels, strengthen inter-firm linkages and respond timely to customer tests (Wanjiku, 2010).

According to Government of Kenya (2010), only MSEs that are capable of harnessing technology, innovation and creativity to develop high value-added products of superior quality will be able to compete globally (RoK, 2010). Wanjau (2010) indicate that, since developing countries are breaking the traditional trade barriers and opening their markets to international competitors, the demand for quality can no longer be the prerogative of the developed world only but also today developing countries are beginning to see dramatic improvements in quality of their products. In the light of this, it is vital for firms to develop or adopt an effective Quality management practices very often associated with technological innovation, management commitment, customer focus and continuous improvement (Rohitratana & Boon-Itt, 2012). The only way a developing nation

like Kenya can increase its trade activities and grow economically is to improve the quality of its products and services in the MSEs through quality management practices (Gupta, 2011).

Statement of the problem

According to Kamau and Munandi, (2012) many countries, garment manufacturers that include tailoring, dressmaking and small clothing workshops have been the starting point for export-led industrialization. However, in Kenya, despite the garments sub sector being a key vehicle for economic growth, having the potential to provide employment opportunities to the locals and having the capacity to contribute to Gross Domestic Product (GPD) as well as poverty reduction, the sector is still dogged by non-growth of its enterprises.

Despite considerable government support and assistance in terms of quality management practices many garment making Micro and Small Enterprises performance is below expectation and some have remained small, others indeed fail to progress to the growth phase of the organizational life cycle while others collapsed and their failure rate remains high (Haron, 2010). Past studies indicate that the Micro and Small Enterprises sector in Kenya are characterized by high mortality rate (RoK, 2007), three out of five fail within the first few months of operation (RoK, 2013), over 60% fail each year and most do not survive to their third anniversary (Ngugi, 2013). It was reported that about 20% of the Micro and Small Enterprises enter and exit most markets every year (OECD, 2011).

In Nairobi County there are 1,860 MSEs licensed by December 2014, the number represents 10% decrease from 2,061 MSEs licensed in December 2013 (Ministry of Trade and Industrialization annual report 2015). This implies that Micro and Small Enterprises in Kenya are threatened for survival as a competitive enterprise.

MSEs play an important economic role in many countries over the world (World Bank, 2010). Micro and Small Enterprises in Kenya represent a vital part of the economy, being the source of various economic contributions through the generation of income ,engine for employment and poverty alleviation is widely recognized (RoK, 2005). According to Economic Survey (RoK, 2014) Micro and Small Enterprises contributed 79.8% of new jobs and over 70% of GDP in 2013.

They have been the means through which accelerated growth and rapid industrialization have been achieved.

Survival, success and business performance in terms of profitability of micro and small business (or failure and poor performance) have been of interest to researchers for many years and have thus become the subject of a lot of analysis (Perks & Struwig, 2013). Researchers have been struggling to uncover the primary determinants behind the new venture success (or failure), required to enable the Micro and Small Enterprises to survive and indeed progress to the growth phase of the organizational life cycle and thus have been trying to come up with a comprehensive perceived psychological factors that play a role in the success (or failure) of new ventures (Baron 2008b; Pretorius, Vuuren and Nieman, 2009). Would the high collapse rate and stagnation of Kenyan garment making Micro and Small Enterprises be associated with lack of perceived quality management practices? Moreover, Halon (2010) in a study conducted on quality management practices and business performance of Malaysian Enterprises concurred with high level of perceived quality management practices in business networking, innovativeness, risk taking propensity and need for achievement were found to have significant relationship with high business performance firms. There is limited empirical study in Kenya on the role of quality management practices in the growth of garment making Micro and Small Enterprises in Kenya.

Nairobi County was chosen as the case study since according to KNBS Survey, (2013) it was ranked with highest collapse rate of over 60% of Micro and Small Enterprises annually. The sub - sector has recorded a dismal performance which leads to business closure (Nairobi County annual Report 2012).This promoted the researcher to select Nairobi county with an aims at exploring the facts and filling this gap by studying the role of quality management practices in the growth of garment making Micro and Small Enterprises in Kenya, Nairobi County.

General Objective

The study sought to explore the role of quality management practices in the growth of garment making Micro and Small Enterprises in Kenya, Nairobi County.

Specific Objectives

   i.   To determine the role of technological innovation to the growth of garment making Micro and Small Enterprises in Nairobi, Kenya.

   ii. To determine role of management commitment to the growth of garment making Micro and Small Enterprises in Nairobi, Kenya.

   iii. To analyze role of customer focus to the growth of garment making Micro and Small Enterprises in Nairobi, Kenya.

   iv. To examine the role of continuous improvement to the growth of garment making Micro and Small Enterprises in Nairobi, Kenya.

Literature Review

Conceptual Framework

Mugenda, (2008) defines conceptual framework as a concise description of the phenomenon under study accompanied by a graphical or visual depiction of the major variables of the study. Conceptual framework is a diagrammatical representation that shows the relationship between dependent variable and independent variables. In the study, the conceptual framework looked at the relationship between roles of quality management in the growth of garment making MSEs in Kenya (Mugenda, and mugenda, 2008).
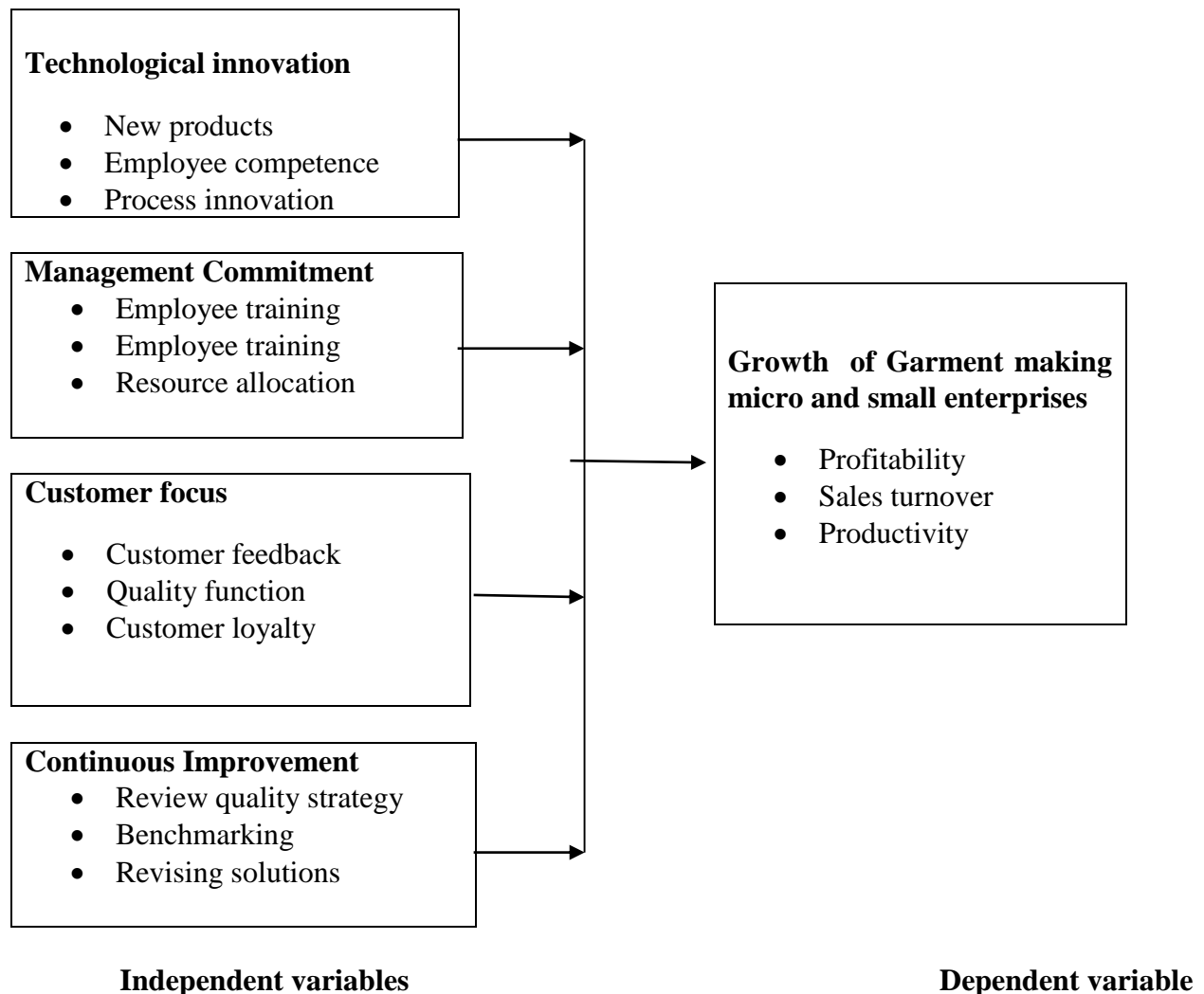
Technological innovation

- New products
- Employee competence
- Process innovation

Management Commitment
- Employee training
- Employee training
- Resource allocation

Customer focus

- Customer feedback
- Quality function
- Customer loyalty

Continuous Improvement
- Review quality strategy
- Benchmarking
- Revising solutions

Growth of Garment making micro and small enterprises

- Profitability
- Sales turnover
- Productivity

Independent variables   **Dependent variable**

Figure2. 1: Conceptual Framework

Technological Innovation and Growth of Garment Making MSEs

Many studies have been conducted and it seems evident that there exists a strong relationship between technological innovation and the growth of MSEs done in firms based in different industries. According to (Husband & Mandal, 2013) on effect of technological innovations the study found out that technological innovations comprises of new products, processes and significant technological changes of products and processes. An innovation has been implemented if it has been introduced on the market (product innovation). Coad and Rao (2008) studied on the relationship between innovation and the growth of firms and found out that the relationship

between innovation and the growth of sales for firms in high technology sectors. Using a quartile regression approach, they found out that innovation is of a crucial importance for selected fast growth firms. If any undertaken innovation is successful, the share of innovated new products is likely to increase in the total sales of the firm and when this happens, firms will be able to achieve growth in their sales turnover, investment and employment which would all result to achieving growth of firm size.

Management Commitment and Growth of Garment Making of MSEs

Top management commitment has been identified as one of the major determinants of successful QM Practices implementation, since they are the ones who allocate resources be it people, finances or machines which will be helpful in the implementation of quality. Juran (2008), studied on problems associated with quality he found out that most of the problems associated with quality are attributed to management. This indicates that successful quality management is highly dependent on the level of top management commitment. Deming considered quality responsibility is of the top management. Atkinson (2009) points out that 80 percent of QM Practices failures are mainly attributed to a lack of requisite commitment of top management. This study guided the researcher in what to expect from the current study. However, the study was done in Europe and an African perspective, especially Kenyan is of paramount importance the role of quality management practices in the growth of garment making Micro and Small Enterprises in Kenya, Nairobi County.

Customer Focus and Growth of Garment Making of MSEs

Kotler (2009), in a study on impact of Customer satisfaction on growth of SMEs he found that Customer satisfaction is considered to be one of the most important outcomes of all marketing activities in a market-oriented firm. The study also found that the obvious need for satisfying the firm's customer is to expand the business, to gain a higher market share, and to acquire repeat and referral business, all of which lead to improved profitability. Studies conducted by Cronin and Taylor (2010) in Peru on service sectors such as: banking, pest control, dry cleaning and fast food found that customer satisfaction and quality service has a significant effect on purchase intentions in all sectors. Similarly, in the health-care sector, Mc Alexander et al. (2014) in UK found that patient satisfaction and service quality have a significant effect on future purchase intentions and

growth of the firm. Marieta, Ghiorghiţa, and Ionela (2012) of Bucharest, Romania in United Kingdom studied on the Impact of the Implementation of Quality Management System on the Customer Satisfaction Evaluation Process by the Romanian MSEs.

Continuous Improvement and Growth of Garment Making of MSEs

To implement continuous quality improvement, organizations should form a team that will be reviewing quality strategies which has knowledge of the system needing improvement, define a clear aim, understand the needs of those served by the system, identify and define measures of success (Goldratt and Cox 2010). Muffatto and Panizzolo (2009) add their voice to this saying that organizations can advance toward continuous quality improvement by brainstorming potential change strategies by planning, collecting, and using data for effective decision making.

According to Muffatto and Panizzolo (2009), found out that Continuous Improvement look for ways in improving quality of product or service in the absence of customers complain may prevent a future problem. The continuous improvement process aims to identify and eliminate the cause of a mistake in order to prevent its reoccurrence (Zhang et al., 2010) explained that organizations operating in a dynamic environment are liable to carry up continuous improvement in its operation.

Growth of garment making Micro and Small Enterprises

Stokes and Wendy (2008) argue that garment making plays an essential role in micro enterprises' growth. This is mainly because a marketing strategy aids in identifying customers who the business can competitively serve, and tailoring product offerings, prices, distribution, promotional efforts, and services towards those customers. In addition, a sound strategy enables an enterprise to develop long-range plans which ensure survival, profitability, growth, and perpetuity (Schiffman and Kanuk, 2012).

According (Schiffman and Kanuk, 2012), Garment making is very dynamic and way of life for humans in many consumer products, clothing included. In Kenya, the clothing industry is characterized by a dynamic environment and intense competition caused mainly by enlarged globalization, trade liberalization and importation of second-hand (mitumba) clothes. In this kind of environment, it is becoming increasingly difficult for an enterprise to grow and maintain long-

term success. Thus, the clothing enterprises are faced with challenges that demand them to offer higher value added products that meet the demands of the customers.

Research Methodology

The study adopted a descriptive research design since the study intended to gather quantitative and qualitative data that described the variables on the role of quality in the growth of garment making Micro and Small Enterprises in Kenya with Nairobi County as a study area. Mugenda & Mugenda (2008) describes descriptive research as including surveys and fact-finding enquiries adding that the major purpose of descriptive research is description of the state of affairs as it exists at present. According to Creswell (2003), descriptive survey designs are used in preliminary and exploratory studies to allow researchers to gather information, summarize, present data and interpret it for the purpose of clarification.

Target Population of the Study

Garment making enterprises employing between 1 to 50 employees and licensed to operate in Nairobi County were targeted in the study. The study targeted Nairobi area because garment making MSEs in Nairobi have formal procedures or processes that are documented and registered with regulatory government bodies (Gok, 2007). According to analysis done by county in 2012 shows that, Nairobi County recorded 5.4% increase of garment micro and small enterprises (World Bank 2013).The target population was 810 small scale garment making enterprises in Nairobi Micro and Small Enterprise.

Sampling Technique and Sample Size

The research used stratified simple random sampling techniques. According to Seymour (2012), stratified sampling is considered appropriate since it gives all respondents an equal chance of being selected as a study respondent and thus it has no bias and eases generalization of the obtained findings. Stratified random sampling was used to group respondents into three strata's, namely; ready to measure, made to measure and fashion designers. These included, 17 ready to measure, 54 made to measure and 10 fashion designers in Nairobi County obtained from the department of Micro and Small Enterprise Authority under the Ministry of Trade and Industrialization. The sampling was done on K^{th} number and in this case after every third entrepreneur in the sequence was identified in the cluster areas for the study.

Data collection Instruments and Procedures

The researcher used questionnaires to collect primary data. The questionnaires were self-administered and distributed to the respondents and reasonable time given before they could be collected. The completed questionnaires were sorted and cleaned of errors. Secondary data was collected by a study of records and documents in various MSEs involved in garment making, data collected was concerned with written records about variables understudy and reports with documentary evidence.

Data Processing, Analysis and Presentations

Data collected was analyzed using both quantitative and qualitative methods with the help of (SPSS) version 21 and excel. The researcher further adopted both correlation and multiple regression models at 5% level of significance and 95% level of confidence to study the strength and direction of the relationship between the independent variables (Technological innovation, Management commitment, Customer focus and Continuous improvement) and the dependent variable (Growth of garment making micro and small enterprises).

Study Finding and Discussion

Correlation Analysis

To quantify the strength and direction of the relationship between the variables, the study used Karl Pearson's coefficient of correlation (Cooper & Schindler, 2003).The Pearson product-moment correlation coefficient measure the strength of a linear association between two variables The Pearson correlation coefficient, *r*, can take a range of values from +1 to -1. A value of 0 indicates that there is no association between the two variables. A value greater than 0 indicates a positive association, that is, as the value of one variable increases so does the value of the other variable(Creswell,2003) A value less than 0 indicates a negative association, that is, as the value of one variable increases the value of the other variable decreases. The correlation is significant at the 0.05 level for 2-tailed (Kothari, 2010).The results were as follows in Table 4.12.

Table 4. 1: **Correlation Analysis**

		Growth of garment making MSEs in Nairobi	Technological Innovation	Management commitment	Customer focus	Continous improvement
Growth of garment making MSEs	R	1.000				
	Sig. (2-tailed)					
	N					
Technological Innovation	R	.676	1.000			
	Sig. (2-tailed)	.024				
	N	67				
Management commitment	R	.773	.414	1.000		
	Sig. (2-tailed)	.003	.004			
	N	67	67			
Customer focus	R	.865	.445	.331	1.000	
	Sig. (2-tailed)	.001	.033	.020		
	N	67	67	67		
Continous improvement	R	.683	.251	.216	.302	1.000
	Sig. (2-tailed)	.005	.024	.044	.002	
	N	67	67	67	67	

According to the findings in Table 4.12, there is a positive relationship between growth garment making micro and small enterprises in Nairobi county and Technological Innovation (0.676), Management commitment (0.773), Customer focus (0.865) and Continuous improvement of magnitude 0.683. It was established that all the independent variables had a significant p-value (p<0.05) at 95% confidence level. The significance values for relationship between growth of garment making micro and small enterprises in Nairobi county and Technological Innovation, Management commitment, Customer focus and Continuous improvement were 0.024, 0.003,

0.001 and 0.005 respectively. This implies that customer focus was the most significant factor, followed by Management commitment, Continuous improvement and technological innovation respectively. The findings are in line with Rohitratana & Boon-Itt (2001), who indicated that in light of this, it is vital for firms to develop or adopt an effective quality practices associated with technological innovation, management commitment, customer focus and Continuous improvement influence the growth of garment making MSEs.

Table 4. 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.789[a]	.623	.611	.3302

a. Predictors: (Constant),Technological innovation, Management commitment, Customer focus, Continuous improvement

The coefficient of determination (R^2) explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (growth of garment making micro and small enterprises in Nairobi county) that is explained by all four independent variables (Technological innovation, Management commitment, Customer focus, Continuous improvement). According to the four independent variables studied, they account for 61.10% of the influence on the Technological innovation, Management commitment, Customer focus, Continuous improvement as represented by adjusted R^2. This therefore means that factors not studied in this research contribute 38.90% of the influence growth of garment making micro and small enterprises in Nairobi County. Therefore, a further research should be conducted to investigate the other factors (38.90%) that influence the growth of garment making micro and small enterprises in Nairobi County.

Analysis of Variance (ANOVA)

Table 4. 3: Analysis of Variance[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	95.654	4	23.9135	104.0622	.002[b]
	Residual	14.247	62	.2298		
	Total	109.901	66			

a. Dependent Variable: growth of garment making micro and small enterprises

b. Predictors:(Constant),Technological innovation, Management commitment, Customer focus, Continuous improvement

Critical Value=22.898

From the Anova statistics, the study established the regression model had a significance of 0.2% which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 5%.The calculated value was greater than the critical value(104.0622 > 22.898) an indication that Technological innovation, Management commitment, Customer focus, Continuous improvement all influence growth of garment making micro and small enterprises in Nairobi county.

Multiple Regression Analysis

The researcher conducted a multiple regression analysis so as to establish the growth of garment making micro and small enterprises in Nairobi County. The researcher applied SPSS version 21 to code, enter and compute the measurements of the multiple regression for the study. According to Green & Salkind (2003) regression analysis is a statistics process of estimating the relationship between variables. Regression analysis helps in generating equation that describes the statistics relationship between one or more predictor variables and the response variable.

Table 4. 4: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.578	2.065		2.339	.001
	Technological innovation	.744	.485	.002	2.455	.005
	Management commitment	.853	.156	.235	3.366	.002
	Customer focus	.855	.487	.015	2.211	.001
	Continuous improvement	.751	.336	.309	2.269	.003

a. Dependent Variable: Growth of garment making micro and small enterprises

From the coefficients table, the study established the independent variables were significant as the value of significance (p-value) were less than 5%, that is, customer focus had a 0.001, Management commitment showed a 0.002 level of significance, Continuous improvement showed a 0.003 level of significance and technological innovation had a 0.005 level of significance, a t-values were greater than 2. Therefore, the most significant factor was customer focus followed by Management commitment, Continuous improvement and Technological innovation respectively.

Summary of the Findings

The study established that technological innovation did influence growth of garment making micro and small enterprises in Nairobi County. This implies that technological innovation in quality is an important factor on growth of garment making micro and small enterprises in Nairobi County. Majority of respondents stated that technological innovation influenced growth of garment making micro and small enterprises in Nairobi County to a great extent.

The study found out to a greater extent that management provided frequent training on quality and recognized employees after training. The finding indicated that management highly embraced quality as a theme in day to day management communication as compared to other themes. In

terms of resources allocation, the study confirmed that there was adequate allocation of resources allocation by senior management to achieve quality objectives of the organization.

From the study findings, respondents agreed that customer focus influenced growth of garment making micro and small enterprises in Nairobi County. Some respondents cited that customer loyalty influence growth of garment making micro and small enterprises to a very great extent, other respondents indicated that customer feedback influence growth of garment making MSEs in Nairobi County to a very great extent. The study findings indicated that quality function influence growth of garment making MSEs in Nairobi County to a very great extent. From the study findings, it is clear that customer loyalty influence growth of garment making MSEs in Nairobi County to a very great extent.

Finally the study indicated that the most preferred continuous improvement strategies by their organizations was continuous improving employee skills followed by Research and development, Benchmarking and Market surveys respectively.

Conclusion

In terms of resources allocation, the study confirmed that there was adequate allocation of resources allocation by senior management to achieve quality objectives of the organization. Further, the study concluded that customer focus is an important factor that positively influenced growth of garment making MSEs in Nairobi County to a very great extent. This was applied through the established customer feedback and quality function procedures of the enterprises of garment making MSEs.

Finally, the study concluded that Continuous improvement influenced growth of garment making micro and small enterprises through market networks as they facilitate performance and growth of MSEs significantly. The suppliers facilitate a communication network that enhances productivity and growth of MSEs positively.

Recommendations

The study recommends that entrepreneurs should embrace technological innovation in their enterprises as it enhances growth of the MSEs. They should adapt to technological innovation that ensures new products, employee competence, research and development in new technologies

available and being creative in process innovation to produce quality products for the customers.Additionally, the study established that management commitment positively influenced the growth of garment making micro and small enterprises in Nairobi County to a great extent. In this regard, the study recommends that

entrepreneurs of the MSEs should come up with the best methods of management development of strategic planning, vision and mission, good leadership style and training of staff to enhance growth of garment making micro and small enterprises in Nairobi County.

Further, the study established that customer focus positively and significantly influenced the growth of garment making micro and small enterprises in Nairobi County. The study recommends that entrepreneurs should always practice customer feedback, enterprise responsiveness and quality function to enhance customer loyalty. Finally, the study established that based on the critical nature of the role of continuous improvement on growth of garment making micro and small enterprises, the organization should establish the continuous improvement that is in line with the organizational objectives to improve profitability, and customer satisfaction.

References

Atkinson, A., V. Siegel, E.A. Pakhomov, M.J. Jessopp and V. Loeb. 2009. A re-appraisal of the total biomass and annual production of Antarc-tic krill. Deep-Sea Res. I, 56 :727–740.

Baron, R. A. (2004). Potential benefits of the cognitive perspective: Expanding entrepreneurship's array of conceptual tools. Journal of Business Venturing, 19(2):169-172. Editorial.

Bayati, A., & Taghavi, A. (2007).The impacts of acquiring ISO 9000 certification on the performance of SMEs in Tehran.*TQM Magazine,* 19(2).

Bruyat, C. and Julien, P.A. (2011) -Defining the Field of Research in Entrepreneurship- Journal of Business Venturing, Vol 16, No 2, pp 165-80 .

Coad, A. and Rao, R. (2010) R&D and firm growth rate variance.Economics Bulletin 30 (1). pp. 702-708.

Cooper, R.D., & Schindler, P.S. (2003).*Business Research Methods.*(8thedn.).New Delhi: Tata McGraw-Hill Edition.

Creswell, J.W. (2003). Research Design: Qualitative, Quantitative, *Mixed methods Approaches. (2ndedn.).* London: Sage Publications.

Cronin, J. and Taylor, S. (2010) „Measuring service quality: re-examination and extension‟, Journal of Marketing,.56(3), .55–68.

Goldratt, E.M., and J. Cox. 1992. The Goal-2nd Revised Edition. Cape Town: Creda Press.

Gupta, P. (2011). *Six Sigma Business Scorecard*. New York: McGraw-Hill.

Haron, J. (2010) *Entrepreneurial drives and business performance of Malaysian entrepreneurs.* PhD thesis, Universiti Teknologi Malaysia.

Husband, S., & Mandal, P. (2009).Perceptions and realities of quality methods in Australian small to medium sized enterprises. *Proceedings of the 12th Annual SEAANZ Conference, 6-8 May 2009* (pp 143-157).Melbourne, Victoria, Australia: Victoria University of Technology.

Kamau, P and Munandi, I (2009). Innovation in the Kenyan clothing sector and its impact on employment and poverty reduction.

Kothari, C. R. (2004). *Research methodology: Methods and techniques.* New Delhi: New Age International (P) Limited Publishers.

Kotler, P. & Keller, K. L. 2009b. Marketing management. 13th ed. Upper Saddle River NJ : Pearson/Prentice Hall, 2009

Muffatto, M., Panizzolo, R., 1995. A process-based view for customer satisfaction. International Journal of Quality and Reliability Management 12(9).

Mugenda, A.G. (2008). *Social Science Research: Theory and Practices.* Nairobi: Applied Research and Training Services.

Ngugi, J.K. (2013) Influence of intellectual capital on the growth of Small and Medium Enterprises in Kenya. *International Journal of Arts and Entrepreneurship*, Special Issue, 2013.

Oakland, J. S. (2010). From quality to excellence in the 21st century. *Total Quality Management & Business Excellence*, 16(8, 9), 1053-1060.

OECD, A (2013), Fighting Bribery in Public Procurement in Asia-Pacific. [On-line]. Available at http://www.etransform.org/gti/sites/etransform.org/files/Documents/bribery.pdf

Perks, S. & Struwig, M. (2013). Skills Necessary to Grow Micro Entrepreneurs into Small Business Entrepreneurs. South African Journal of Economic and Management Sciences, N.S., 8(2):171-186.

Pretorius, M., van Vuuren, J. J. & Nieman, G.H. (2005). Critical evaluation of two models for entrepreneurial education: An improved model through integration. *The International Journal of Educational Management, 9(5):413-427 (Pretorius et al, 2005b).*

Republic of Kenya (2010) *Economic survey*. Kenya National Bureau of statistics. Nairobi: Government Printers.

Republic of Kenya.(2005*). Development of SMEs for Employment Creation, Wealth Generation and Poverty Reduction* (Sessional Paper No. 2). Nairobi: Government Printer**.**

Republic of Kenya.(2007). *Final Draft National Industrial Policy.* Nairobi: Ministry of Trade and Industry.

Rohitratana, K. and Boon-Itt, S. (2001), "The implementation of ISO 9000 in Thai seafood processing industry: An empirical study", Integrated Management: Proceedings of the 6th International Conference on ISO 9000 and TQM, pp. 477-482.

Schiffman L., Kanuk L., (2012). Consumer Behavior, International Eighth Edition. New Jersey Pearson Prentice Hall.

Stokes D, Wendy L (2008). Marketing: A brief introduction. Thomson Learning.

Wanjau, K.L. (2010). The role of quality in growth of Small and Medium enterprises in Kenya. Unpublished dissertation, Jomo Kenyatta University of Agriculture.

Wanjiku, C. G. (2011), Industrial Innovation in the face of stiff competition from Chinese imports; A study of small and medium scale garment firms in Nairobi. *Unpublished dissertation, Nairobi University.*

Zhang, Z.H. (2010). *Implementation of Total Quality Management: An Empirical Study of Chinese Manufacturing Firms.*Unpublished doctoral dissertation, University of Groningen, Groningen, Netherlands.