Journal of Entrepreneurship & Project Management

Influence of Monitoring and Evaluation on Performance of Auto-Garages in Nairobi, Kenya

Jacob Welikha Barasa, Dr. S. Ngacha Njeri & Dr. Evans Wabwire

ISSN: 2616-8464

Stratford Peer Reviewed Journals and Book Publishing
Journal of Entrepreneurship & Project management
Volume 6||Issue 3||Page 92-104||August||2022|
Email: info@stratfordjournals.org ISSN: 2616-8464

Influence of Monitoring and Evaluation on Performance of Auto-Garages in Nairobi, Kenya

[*1]Jacob Welikha Barasa, [2] Dr. S. Ngacha Njeri & [3]Dr. Evans Wabwire
[1]Masters Student, Faculty of Arts and Social Sciences, The Catholic University of Eastern Africa
[2]Lecturer, Faculty of Arts and Social Sciences, The Catholic University of Eastern Africa
[3]Lecturer, Faculty of Arts and Social Sciences, The Catholic University of Eastern Africa
***E-mail of corresponding author: barasajac79@gmail.com**

How to cite this article: **Barasa, W. J., Njeri, S. N. & Wabwire, E. (2022) Influence of Monitoring and Evaluation on Performance of Auto-Garages in Nairobi, Kenya.** ***Journal of Entrepreneurship & Project Management,*** **6(3), 92-104.** https://doi.org/10.53819/81018102t2090

Abstract

The preference and competitiveness of auto-garages is mostly dependent on their ability to perform well in dimensions such as quality of service delivery, cost, time taken to service a car, innovation and flexibility to adapt to variations in the environment. This study was motivated by the need to establish the influence of monitoring and evaluation on performance of auto-garages in Nairobi, Kenya. The study was guided by the research questions aimed at examining how monitoring and evaluation influence the performance of auto-garages in Nairobi, Kenya. The study was anchored on Goal-setting theory. The study population was the registered auto-garages in Nairobi, Kenya. The target population was 410 employees in 82 registered auto-garages in Nairobi, Kenya. A simple random sampling technique was used to sample 202 auto-garage workers for quantitative data; purposive sampling to sample 7 managers, 7 supervisors of mechanics and 1 county official and simple random sampling for 5 clients for triangulation purposes yielding to a sample size of 222. The study achieved a response rate of 92.79% equivalent to 206 employees. The study used primary data for quantitative and qualitative data which was collected using structured and unstructured interviews. Qualitative data was analysed thematically according to the research questions in a narrative form. Quantitative data was analysed using descriptive statistics for frequencies and Pearson Correlation using Statistical Package for Social Sciences at 5% level of significance. The research also adopted the regression model to test and assess the correlation among variables to predict the performance of registered auto-garages in Nairobi, Kenya. Analysed data was presented using figures, tabulations and charts to display the information. The research found out that with the use of monitoring and evaluation, there is always better performance of auto garages. The study recommended that garages should have modern diagnostic tools and digital platforms, as well as better monitoring and evaluation programs and systems in place to track progress.

Keywords: *Performance, Monitoring, Evaluation. Auto-Garages, Nairobi*

Stratford Peer Reviewed Journals and Book Publishing
Journal of Entrepreneurship & Project management
Volume 6||Issue 3||Page 92-104||August||2022|
Email: info@stratfordjournals.org ISSN: 2616-8464

1.0 Background to the study

Auto garages occupy an important place in the automotive industry as they drive many factors of the economy. Between 1930 and 1970 the main body of automotive technology was mechanical but with introduction of information technology in automotive industry in the early 1980s, rapid technological advancement has been triggered. With computers available, automotive designers have developed numerous sensors and controls. Technologies have been incorporated in the new automotive subsystems which have become standard features like anti-lock braking system and airbag to mention but a few. As a result of such developments, there has been changes in customer's taste for automotive which can determine the preference of auto garage for car repair and maintenance globally. Such systems require maintenance and repair (Ziblim, Nkrumah & Imoro, 2018). Some repairs and maintenance activities are complex and therefore need good planning and may be completed in phases. Servicing is a critical aspect of vehicle maintenance. It may require that before doing overhaul, the car is diagnosed considering such constraints such as scope, time and cost not forgetting the type of mechanic to work on it.

There are reasons why car owners prefer one auto-garage to the other and there are reasons as well why auto-garage operators prefer to start a roadside mechanic business in the middle of the town, or in an industrial area. Establishing an auto-garage in Nairobi is not exceptional from the point of view of leadership and governance, access to credit, the use of modern technology and how such businesses are monitored and evaluated. Auto-garage operators should factor in the importance of recruiting female technicians with the increasing number of women using cars. Muriithi (2017) says that in Africa, besides SMEs' critical and positive role, there is a lack of management skills and competencies. They face internal and external problems due to poor leadership and management. Sitharam and Hoque (2016) established that management competency and skills, limited financial knowledge, lack of business management knowledge, training and technological capabilities are internal environmental factors that affect the growth and success of SMEs in South Africa.

The study did point out economic variables and markets like corruption, labour, infrastructure and regulations to mention but a few as external environmental factors influencing success and growth of SMEs. This is established in chapter four in this study. The automotive industry is a pillar of the global economy and a main driver of macroeconomic growth and stability, and technological advancement in both developed and developing countries. The core automotive industry (vehicle and parts makers) supports a wide range of business segments, both upstream like steel, fuel, plastic and electronics etc., and downstream such as finance and insurance after Markets (service, auto parts), used car market, car hire and rentals, fuel supply, transportation etc. along with adjacent industries like passenger vehicles, commercial vehicles and component manufacturers etc. (KAM, 2020).

The automotive industry's most important industry segments include commercial vehicles and passenger cars. It is projected that the global automotive industry will grow to nine trillion U.S dollars by 2030. It is anticipated that new vehicle sales will account for about 38 percent of this value. China is counted among the largest automobile markets worldwide in terms of sales and production. Volkswagen Group and Toyota Motors are the leading carmakers in terms of revenue. The Japanese auto giant generated almost 250 billion U.S dollars in revenue in 2020, while Volkswagen ranked in a little more than 245 billion U.S. dollars. The U.S-based Tesla has also recorded a steep growth throughout 2021, as the brand with the highest brand value growth

worldwide across sectors. As the environmental regulations become stricter prompted by global initiatives such as the Paris Agreement, several countries around the globe have started enacting stricter emissions controls on new vehicle models. Automakers are beginning to expand their business into the electric mobility sector (Mathilde, 2021). Epiclow (2021) says that the automotive industry plays a significant impact on the world's economy as it provides jobs to about 14 million people in the EU, 8 million in the US, and 5 million in China; is a bridge between suppliers and manufacturers as well as manufacturers and customers. According to World Bank estimates, 600 million jobs will be needed by 2030 to absorb the growing global workforce, which makes SME development a high priority for many governments around the world.

Kenya's automotive industry is well established in the East Africa Community region. The industry dates back to 1960 when Volkswagen assembled the Beetle in Kenya. In 1974, Leyland Kenya Ltd was established as a joint venture between the Kenyan government and the Leyland UK and later rebranded to Kenya Vehicle Manufacturers (KVM) Ltd in 1989. In 1975, General Motors Kenya (GMK) was established as a joint venture between General Motors and the Kenyan government for the assembly of GM vehicles but started production after 1977. It is important to explain the functionality of Motor Vehicle Repair Industry. Mugambi and Karugu (2017) notes that motor vehicle garages in Kenya deal with motor vehicle body building, accidental repairs, reconditioning of old vehicles and customization. Most of the garages also act as training centers for mechanics.

The garages operate as companies, partnerships and sole proprietorships. Their form of employment is both permanent and casual, with casual employees being hired when there is a stretch on available labour. The importance of the garages in the economy is not limited to employment only. They also help in preventing economic waste and environmental degradation by repairing cars which would otherwise be grounded and dumped. They also have become sources of innovation, a fact that can be attested to by the Kenyan Matatu culture. The International Trade Centre (ITC) of September (2019) reported that SMEs in Kenya should be an exploited resource. The Micro and Small Enterprise Act of 2012, provides a legal and institutional framework for the promotion, development and regulation of Micro and Small Enterprises by: providing an enabling business environment; facilitating access to business development services by Micro and Small enterprises; promoting an entrepreneurial culture and promoting representative associations. SMEs play a significant economic role in creating employment and driving economic growth. As outlined in Kenya National Bureau of Statistics survey (KNBS Report (2016), SMEs in Kenya contributes slightly over eighty percent of the country's employment and forty percent of the country's GDP.

The sector further contributes to the nation economy by way of paying taxes, earning foreign exchange, utilization of local resources, provision of goods and services among others. By December 2019, MSMEs in the informal sector estimated to have created more than half of total new job opportunities approximately 768,000 new jobs of the 846,000 during the year with approximately 90 percent of new jobs (CBK, June 2021). Playing a key role in industrialization and growth, should be exhibiting strengths and capabilities, accessing finances, having good leadership and governance and operating under conducive environment. That could be one of the reasons why UNIDO (2013) confirmed its role as helping Kenya's productivity and capacities in industrial sectors with high export potential as well as promoting sector investment. It has contributed to the improvement of capacity building in strengthening standards and quality control.

Stratford Peer Reviewed Journals and Book Publishing
Journal of Entrepreneurship & Project management
Volume 6||Issue 3||Page 92-104||August||2022|
Email: info@stratfordjournals.org ISSN: 2616-8464

1.1 Statement of the Problem

There is no doubt that automotive industry is established in Kenya. According to KNBS there has been an increase in the number of registered vehicles at an average of 9% between 2011 and 2019. New and old cars equally require constant service and repair especially owing to poor state of road infrastructure in the country. The increased demand for vehicle maintenance by people working in Nairobi has contributed to the establishment of vehicle service centers around the city neighborhood. However, some of the auto-garages do not meet the expectations of their stakeholders even when they operate in small workshops or in workshops which are organized with formal status and with well-trained mechanics who can handle vehicles with vast electrical and electronic systems (Ronney, 2005-2021). The study determines the measures of quality service.

Preferences of car-owners and some companies and government ministries for particular auto-garages for car repair and maintenance pushed this study to establish the performance drivers for registered auto-garages in Nairobi. The biggest complains among car users concerning their doubts on reliability and safety of garages without fire-extinguishers, water points with piled uncontrolled scrape in congested areas, attitude amongst garage workers and poor updates or feedback on what is going on during repair and maintenance. This raises questions on what drives performance from the point of view of monitoring and evaluation. Since scanty studies have been done on whether monitoring and evaluation influence the performance of auto-garages in Nairobi, the study seeks to establish such performance drivers.

1.2 Objectives of the Study

The study sought to establish the influence of monitoring and evaluation on performance of auto-garages in Nairobi, Kenya.

1.3 Research questions

In what ways did monitoring and evaluation contributed to the performance of auto-garages in Nairobi, Kenya?

1.4 Conceptual framework

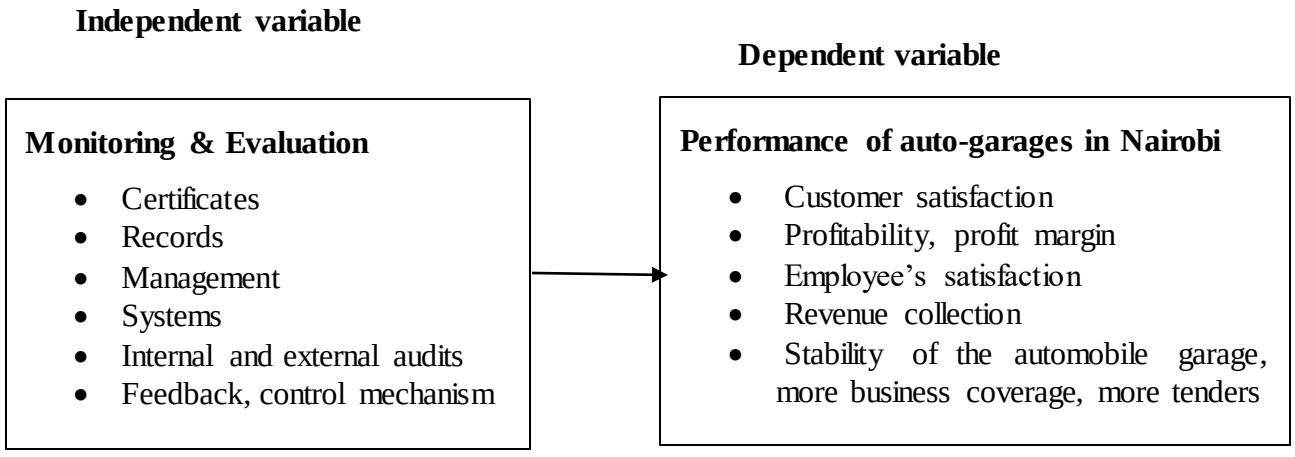

Figure 1: Conceptual Framework

Stratford Peer Reviewed Journals and Book Publishing
Journal of Entrepreneurship & Project management
Volume 6||Issue 3||Page 92-104||August||2022|
Email: info@stratfordjournals.org ISSN: 2616-8464

2.1 Theoretical Framework

2.1.1 Goal-Setting Theory

The theory of goal-setting was pioneered by Edwin Locke and Gary Latham in 1990. The theory states that individuals who consciously set specific, difficult goals perform better than those with no goal, or those who are urged to do their best (Latham & Locke, 2019). Further, given ability, commitment, feedback, and resources, a linear relationship exists between goal difficulty and performance. Goal setting leads to high performance for reasons including; a specific high goal provides an individual with direction. It focuses an individual's attention, it regulates a person's effort, and it induces persistence until the goal is attained. Research conducted by E.A Locke and others reveals that setting objectives has a positive effect on motivation and performance. High achievement, motivated individuals consistently engage in goal setting. Goal-setting theory proposes that specific, difficult goals motivate people. Our behaviour has a purpose, which is usually to fulfil a need. Goals give us a sense of purpose as to why we are working to accomplish a given task (Lussier & Achua, 2010).

Goal-setting theories are important for the small and medium business owners or managers to these enterprises. According to Baker (2016), a company can have built its corporate culture around motivation and goal-setting theory. Most firms credit their success with a "culture that unites and motivates" workers. This theory provides a meaningful platform to employees to sit down with management to discuss job expectations, skills and aspirations. All employees receive one-on-one time with managers for regular progress reports. Their performance is assessed and they give suggestions regarding process improvement. They go over upcoming job openings that might suit the firm and the individual's agenda. Employees are frequently trained in other divisions and offered different positions or promotions. Lunenburg (2011) asserted that employees are always being challenged with complex tasks and encouraged with clear feedback. SMEs that operate under clear and achievable goals perform well and gain momentum to operate within the competitive markets. One of the most prominent critiques of goal-setting theory was published in 2009. In their critique, Ordóñez, Schweitzer, Galinsky and Bazerman (2009) argue that "the beneficial effects of goal setting have been overstated and that systematic harm caused by goal setting has been largely ignored." Many studies have demonstrated that such side-effects can occur as a result of goal-setting.

Despite the criticism of the theory, the study relied on the basic elaborations and understandings pined on the goal-setting theory in support of the monitoring and evaluation of the projects for the performance of auto-garages in Nairobi County. The researcher saw the importance of the working relationships between the management and the employees, working effort and the need to improve the performance through programs, feedback mechanism that facilitate monitoring and evaluation to deliver on goals and objectives. Auto-garages need well envisaged plans that works within a given environment under the automotive industry guidelines. When managers of auto-garages have goals and objectives, they should be team builders. According to Hollister (2017), any project has challenges which expect that leaders know how to take action to facilitate the team individual's successful navigation of those challenges. Team members come to know each other through interactions at the forming stage; they could be dealing with new work of doing overhaul and painting. The manager should be like "glue "that holds the team together; at storming stage, the team starts to function. A stage where leadership should be able to mediate for there to be strong, resilient team. Every team player in an auto-garage matters. Therefore, the theory is relevant to the

study since it reminds all stakeholders of their contribution in ensuring that auto-garages function and remain on the competitive position.

2.2 Review of Empirical Studies

2.2.1 Monitoring and Evaluation on performance of auto-garages

Monitoring and Evaluation are tools mostly used by government departments to achieve desired results through good performance feedback mechanism. Monitoring is a continuous function that uses a methodological collection of data on measured indicators that provide stakeholders and management of an ongoing development with indications of the extent of progress and achievement of objectives in the use of allocated resources while evaluation on the other hand, is a systematic and objective assessment of an on-going or completed project, course, policy, design, implementation and results. M&E is a recent development. The purpose is to decide on the relevance and accomplishment of objectives, effectiveness, efficiency, impact and sustainability. The effective utilization of systems which includes programme evaluation and review methods can enrich the success of policy implementation. Evaluation culture can be enriched through commitment and provision of high quality services to the society by public officials. An evaluation should offer information that is reliable and beneficial. It is a systematic method of determining the significance of an activity, programme or policy (Illori, Dassah, & Iwu, 2019).

Mbiti and Kiruja (2015), monitoring and evaluation is conducted for several purposes namely to learn what works and what does not; to make informed decisions regarding programme operations and service delivery based on objectives; to ensure effective and efficient use of resources; to track progress of programmes; to assess the extent the programme is having its desired impact; to create transparency and foster public trust; to understand support and meet donor needs; and to create institutional memory. It is the responsibility of policy makers to use monitoring and evaluation to provide accountability, to ensure that expenditure is in line with programme objectives and has the intended effects. M&E is also needed to refine and redirect programme interventions, hence improving performance and "value for money" (OECD, 2018). This must be based on identified conditions for effective policy implementation like a business must have clear and consistent objectives with a clear causal relationship which shows a clear link between the policy and the intended social change.

The practicality of M&E can be internal and external. The National and County government should be regulating and controlling the dispose of unused scrape and know which auto-garage is having which type of write off cars. Failure of policy implementation leads to failure of SMEs like auto-garages to function formally as expected. History reveals that a well-structured government with well-established institutions promote local enterprises (Mute & Wanjala, 2002. There must also be created legal structures for implementation that ensures compliance etc. (Njoki, 2020). Businesses work under certain regulations and for specific quality products or goods and services which presuppose certain standards with acceptable controls a clear proof that quality management is an important factor to consider. That is why, Furman (2015) states, "if quality control failures can happen to giant companies with big budgets for quality assurance, what about the rest of us? What can we all do better to ensure quality on our products, systems are put in place to facilitate monitoring and evaluation. According to Harvard Business Essentials (2004), enterprises require planning by managers in allocation, tracking and utilization of resources to achieve a particular objective within a specific period of time.

The Micro and Small Enterprise Act of 2012 of the Government of Kenya (GoK), regulates Micro and Small Enterprises. The Act provides for registration procedures, account keeping requirements and it establishes the MSE authority and MSE tribunal (*Kenya Gazette Supplement*, 2012). That is why Kenya Bureau of Statistics Kenya Quality Award (KQA) framework is designed to initiate, develop and implement quality management systems to a status of certification. When an organization is excellent in delivering customer value, which is the backbone of quality, there is a lot to learn from that organization. The award application process encourages organizations to learn and improve by benchmarking themselves with the best in class.

When an organization uses the KQA criteria as a model for managing, there would be continuous creation of new values through the same process by self-innovation to transform the overall management systems into customer-oriented structures to improve the organization's performance results. This is true for large or small business in the public or private sector, an established organization, high-tech firm. NQI is also out to promote the application of management principles and techniques within the Kenya industry in support of vision 2030, Agenda 2063 and Sustainable Development Goals (SDG's) (NQI, Kenya Vision 2030). NEMA and KEBS are out to control emissions from mobile emission sources according to the Environmental Management and Co-ordination (Air-Quality) Regulations, 2014. The study will establish the importance of monitoring and evaluation in ensuring that auto-garages work within the set regulations, standards and controls which enable them to be perform.

3.0 Research Methodology

The study adopted a descriptive research design that guided the process of collecting and analysing data on the performance drivers in project monitoring and evaluation for registered auto-garages in Nairobi County involving explanation of variables. According to (Creswell, 2014) research design refers to the overall strategy one chooses to integrate different components of the study in a coherent and logical way, thereby ensuring that the researcher effectively addresses the study problem. The research used a mixed method approach with a focus on concurrent research design. The target population for the study comprised of managers, supervisors of mechanics, customers and one county official. Managers and supervisors were important since they were the key drivers of these enterprises, playing the role of planning and management and therefore rich in information on performance and their experience in interacting with other stakeholders like financial institutions, investors and county officials. Managers design and maintain the business environment through competitive strategies in order to accomplish the goals and objectives. Customers are beneficiaries of service and their feedback enables managers to change strategies to improve the business. Although there were many auto-garages in Nairobi County, only 82 registered as provided by the Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works 2022 were considered. From the interviews carried out on managers, it was revealed that a registered garage in Nairobi had a minimum of three mechanics (82x3 = 246), one supervisor of mechanics (82x1) and at least a manager (82x1). This informed the target population which was 410 employees.

The units of data collection for the study were the managers, supervisors of mechanics, customers and one county official. Yamane formula (1967) was applied to calculate a sample of 202 employees for quantitative data. Simple random technique was used in quantitative data. For triangulation purposes, purposive sampling was applied to sample 7 managers with a view to

filtering for better insights and relevant results on management strategies, skills and relationships with other stakeholders like government and financial institutions.

Calculation for quantitative data was as follows:

Yamane Formula $n=N/1+N(e)^2$ where n was the sample size; N was the population size and e was the acceptance sampling error. With a confidence level of 95 (giving an alpha level of 0.05)

Given that N-410 and e is 0.05

$n=410/1+410(0.0025)$

n=202.46 rounded off to 202.

Before the actual data collection, the researcher did prior booking using the contacts provided on the lists of registered auto-garages for an endorsement to collect data. On the material day of data collection, the License Permit for research from NACOSTI was used as exhibit for research. The respondents were informed about the purpose of the study. The researcher issued the questionnaires helped by the research assistant during the drop and pick. Unstructured interviews followed concurrently for qualitative data. The interview guide was designed to gather in-depth information from key informants guided by the specific objectives and research questions. Both quantitative and qualitative data were analysed in the study. The quantitative data was collected and analysed using descriptive statistics such as measures of frequencies and correlation, to show the spread of the data and relationship of variables using Statistical Package for Social Sciences (SPSS, version 23.0).

4.0 Findings and Discussion

A total of 201 participants and majority of the respondents were male with 73.6% whereas female had 26.4 which was indicative that there was gender balance though women had a smaller per cent. The study revealed that most of the respondents as shown below by 50.2% were aged between 30-39 years, 24.4% of the respondents were aged between 40 to 49 years, 13.4% of the respondents were aged over 50 years, 8% of the respondents were aged between 25 to 29 years and 4% were aged less than 25 years. Most of the respondents as shown by 70.1% held diploma, 19.4% of the respondents held certificates and 10.4% had bachelor's degree which implied that the respondents were well educated thus they were in a position to respond to the research questions with ease. The study revealed that most of the respondents as shown by 41.8% had worked for a period between 5 to 10 years, 23.9% of the respondents had served for a period between 11 to 15 years, 17.4% of the respondents had been working for less than 5 years, 9.5% of the respondents had been in service for over 20 years and 7.5% of the respondents had been working for a period between 16 to 20 years.

4.1 Descriptive Analysis

The study pursued to explain whether monitoring and evaluation influenced performance of auto-garages in Nairobi, Kenya. From the findings 51.7% of the respondents strongly agreed to the opinion that monitoring and evaluation influenced performance of auto garages; 32.3% of the respondents agreed to the opinion; 8.0% moderately agreed to the opinion; 6.0% disagreed to the opinion; and 2.0% strongly disagreed. This implied that monitoring and evaluation influenced the performance of auto-garages in Nairobi, Kenya.

Stratford Peer Reviewed Journals and Book Publishing
Journal of Entrepreneurship & Project management
Volume 6||Issue 3||Page 92-104||August||2022|
Email: info@stratfordjournals.org ISSN: 2616-8464

Table 1: Monitoring and Evaluation

	Frequency	Percent
Strongly disagree	4	2
Disagree	12	6
Neutral	16	8
Agree	104	51.7
Strongly agree	65	32.3
Total	201	100

Table 1 shows that the findings 51.7% of the respondents strongly agreed to the opinion that monitoring and evaluation influenced performance of auto garages; 32.3% of the respondents agreed to the opinion; 8.0% moderately agreed to the opinion; 6.0% disagreed to the opinion; and 2.0% strongly disagreed. This implied that monitoring and evaluation influenced the performance of auto-garages in Nairobi, Kenya.

4.2 Correlation Analysis

Table 2: Correlation of Monitoring and Evaluation and Performance

		Performance	ME
Performance	**Pearson Correlation**	**1**	
	Sig. (2-tailed)		
	N	201	
ME	Pearson Correlation	.381**	1
	Sig. (2-tailed)	.000	
	N	201	201

The analysis of correlation results in Table 2 illustrated that there was a moderate positive correlation between Monitoring and Evaluation with performance given the Pearson coefficient of 0.381 at a p-value of 0.000. According to the above results, it was concluded that monitoring and evaluation moderately influenced the performance of auto garages in Nairobi at 0.381.

4.3 Regression Analysis

The researcher conducted a regression analysis as well to test the relationship between monitoring and evaluation on the performance of auto garages in Nairobi, Kenya. The study applied SPSS Version 23 to code, enter and compute the measurements. According to the model summary below, R is the correlation coefficient which shows the relationship between the independent variables and the dependent variable.

Table 3: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.390[a]	.135	.120	.182

a. Predictor: (Constant), ME

Stratford Peer Reviewed Journals and Book Publishing
Journal of Entrepreneurship & Project management
Volume 6||Issue 3||Page 92-104||August||2022|
Email: info@stratfordjournals.org ISSN: 2616-8464

Table 3 shows that there was moderate positive relationship between the independent variables and the dependent variable as R is equal to 0.135. The coefficient of determination (R Square) explains to which extent the changes we can make with independent variable can influence the dependent variable. With R Square of 13.5% (.135) we can conclude that the studied independent variable influences the performance of auto-garages only at 13.5% and the unexplained factors were influencing the performance of auto-garages at 86.5%.

Table 4: Coefficient Results

		Unstandardized Coefficients		Standardized Coefficients		
Model		**B**	**Std. Error**	**Beta**	**t**	**Sig.**
1	(Constant)	.708	.103		6.885	.000
	ME	.090	.017	.414	5.364	.000

a. Dependent Variable: Performance

Based on Table 4 coefficient results established, taking all factors into account monitoring and evaluation constant at zero was 0.708. A unit increase in ME would lead to an increase at 0.090. This could be inferred that ME influenced moderately to the performance of auto garages.

Based on the results it was noted that measures like use of registers and performance reviews help the management to assess, check and re-check on the appropriateness of activities, good practices like punctuality, consistency and accountability. Evaluations based on records determine the kind of appreciation, appraisal, remuneration and decision making. Garage tasks are handled within timelines and whenever employees do not report on time, the scope of work changes. Crisco motors use performance appraisal to make decisions concerning management which was similarly responded to by a manager of Samora workshop who gives feedback to mechanics appreciating them for being determined and innovative when handling unusual tasks on new models. It was also reported that whenever mechanics noticed they were being monitored or observed, they collaborated, cooperated and worked as a team thus improving performance. In some garages, suggestion boxes were used by clients whose feedback reflected the work done or complaints for poor quality service which later on turned out to be a call for change on the side of the mechanic or became a motivation for job well done.

5.0 Conclusion

The study pursued to explain whether M&E influenced performance of auto garages in the study area. From the descriptive analysis, majority of the respondents indicated that M&E influenced performance of formal garages. A few respondents strongly agreed to the opinion while others strongly disagreed, disagreed as well as few being neutral. Further, the Pearson Correlation Coefficient of the variable M&E was 0.381 and a P-value of (0.000<0.05) which showed a positive moderate correlation to performance of auto garages. Findings from the qualitative analysis showed that most of the respondents mentioned about the measures put in place to ensure that given tasks in garages were completed as expected. Some respondents mentioned the use of registers and performance reviews. Performance records determined the kind of appraisal, remuneration and decision making. Due to M&E workers ensured they worked hard knowing that they would be rewarded apart from salaries. It was also explained by respondents that in some

formal auto garages, Close Circuit Televisions (CCTV) were installed to monitor security and Surveillance. Feedback from customers through the suggestion boxes helped to make changes or some rectification aimed at improving on service delivery.

The use of software management systems like QuickBooks supported to control finances especially the expenditure, purchases and profits. From the findings, it was indicative that at least measures were put in place especially the use of modern technology to fast track progress and flow of revenues to ensure that garages were delivering on targets and goals. This revealed that M&E was an important factor that boost performance of auto garages. This would also imply that the better the M&E the better the performance of auto garages. Therefore, the mixed method approach was indeed pragmatic in generating balanced results, which could be deduced that the study which sought to explain the influence of M&E on performance of auto garages was achieved because it established that M&E influenced performance of auto garages in the study area. A good performing garage will definitely attract lending institutions, spare part dealers and customers. Thus, the research was an awakening bell to garage operators to utilize all resources, go for opportunities available, and move with speed to make their garages easily accessible through nice branding on media platforms and google. It is also important that garage operators embrace monitoring and evaluation so that they can identify gaps, receive feedback and make decisions based on evaluations and reviews which can improve performance.

6.0 Recommendations

The study recommends that registered auto garages should have clear plans, goals and objectives which demands that those interested in such business should undergo training and capacity building so that they know what it entails, resources required, market trends and risks involved. Garage operators should come up with other sources of finance like having "Merry-Go-Rounds" and use of financial institutions like SACCOS. They need clear information about what other alternatives to collateral are, the use of other borrowing options like Mshwari and Mobile Money through Safaricom. The youth interested in operating garages can also find financial support from Government Lending agencies such as Youth Fund, Women Fund etc. it is the recommendation from the study that government of Kenya subsidizes SMEs like auto garages by reducing taxes and allowing garage operators to be paying for their permits in instalments. The study also recommends for government agency like NEMA to enforce the law on mobile emissions according to the Environmental Management and Co-ordination (Air-Quality) Regulations, 2014.

REFERENCES

Cooper, D., & Schindler, P. (2008). Business Research Methods (8th Ed) McGraw-Hill

Creswell, J. (2014). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches (4th ed.). Sage Publications ltd.

Creswell, J., & Creswell, J. (2017). Research Design: Quantitative, Qualitative and Mixed

Furman, J. (2015). The Project Management: Answer Book. (Second edition). Management Concepts Press.

Harvard Business Essentials (2004). Managing Projects Large and Small: The Fundamental Skills for Delivering on Budget and on Time. Harvard Business School Press.

Harvard Business Essentials (2006). Performance Management: Measure and Improve the Effectiveness of your Employees. Harvard Business School Press.

Illori, E., Dassah, M., & Iwu, C. (2019). Systems Readiness for Imported Monitoring and Evaluation with Specific Reference to the Micro Small and Medium Enterprises Sector in Nigeria. *Journal of Reviews on Global Economics*, 8, 511-520. https://doi.org/10.6000/1929-7092.2019.08.44

KNBS. (2019). Volume 1: Population by County and Sub-County. https://housingfinanceafrica.org/app/uploads/VOULUME-1-KPHC-2019.pdf

Latham, G., Locke, E. (2019). The Development of Goal Setting Theory: A Half Century Retrospective. *Motivation Science* Vol. 5(2), 93-105. https://doi.org/10.1037/mot0000127

Lunenburg, F. (2011). Goal-Setting Theory of Motivation. International Journal of Management, Business and Administration, 15(1). http://nationalforum.com/Electronic%20journal.

Lussier, R.N., & Achua, C.F. (2010). Effective Leadership. (Fourth edition). South-Western Cengage Learning.

Mbiti, V. M., & Kiruja, E. (2015). Role of Monitoring and Evaluation on Performance of Public Organization Projects in Kenya: A Case of Kenya Meat Commission. International Journal of Innovative Development & Policy Studies 3 (3): 12-27. https://seahipaj.org/journals-ci/sept-2015/IJIDPS/full/IJIDPS

Mugambi, E.N. & Karugu, W.N. (2017). Effect of entrepreneurial marketing on performance of real enterprises: A case of Optiven Limited in Nairobi, Kenya. International Academic *Journal of Innovation, Leadership and Entrepreneurship*, 2(1), 46-70

Mute, L.M. & Wanjala, S. (2002) When the Constitution Begins to Flower: Paradigms for Constitutional Change in Kenya (Volume 1) (Eds). Claripress Nairobi. pp 222-226

Njoki, M.W. (2020). Examining the Effectiveness of Micro and Small Enterprise Authority in Implementation of the MSE Act. (2012). [Thesis, Strathmore University]. https://hdl.handle.net/11071/12140

OECD, (2004). Promoting Entrepreneurship and Innovative SMEs in a Global Economy: Towards a more Responsible and inclusive Globalization. https://oeced.org/cfe/smes/31919278

OECD, (2017). Enhancing the contributions of SMEs in a global and digitalized economy. https://oecd.org/industry/C-MIN-2017-8-EN

OECD. (2018). Monitoring and Evaluation of SME and entrepreneurship Programmes. https://oecd.org/cfe/smes/ministerial/documents/2018

Ordóñez, L., Schweitzer, M., Galinsky, A., & Bazerman, M. (2009). Goals gone wild: The systematic side effects of over-prescribing goal setting. HBS Working Paper, 09-083. https://doi.org/10.2139/ssrn.1332071

Sitharam, S., & Hoque, M. (2016). Factors affecting the performance of Small and Medium Enterprises in KwaZulu-Natal, South Africa. Problems and Perspectives in Management. doi.org/10.21511/ppm.14(2-2)

UNIDO. (2013). Independent UNIDO Country Evaluation Republic of Kenya. https://unido.org/sites/default/files/2013-05/ebook_kenya

World Bank Group. (2019). Securing Future Growth: Policies to Support Kenya's Digital Transformation. https://dcuments1.worldbank.org/curated/en/968481572468094731

Ziblim, B., Nkrumah, J. & Imoro, I. (2018). Assessing the Skills of Roadside Mechanics in Diagnosing and Fixing Problems of Modern Electronic Managed Vehicles in Ghana (Tamale Metropolis). *American Scientific Research Journal for Engineering, Technology and Sciences* (ASRJETS) ISSN 2313-4402