Quality Control Management as a Survival Strategy for Manufacturing Organisations: A Focal Study of Nigeria Breweries

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Abstract

Research Purpose: In the competitive landscape of manufacturing, this study investigates the role of quality control management as a survival strategy for organisations, with a focused examination of Nigeria Breweries Plc. Understanding these strategies is vital for enhancing performance and ensuring sustainability.

Methodology: The study employed a descriptive research design, analysing data from 107 staff members at Nigeria Breweries Plc. Hypotheses were tested using multiple regression analysis to determine the impact of various quality control strategies on organisational performance.

Findings: The analysis reveals that top management commitment and employee training significantly enhance performance. However, customer focus shows no significant effect, while supplier quality management positively influences performance.

Conclusion: Quality control management, particularly through top management commitment, employee training, and supplier quality management, is crucial for the survival and performance of manufacturing organisations in Nigeria. Customer focus, however, needs to be re-evaluated.

Recommendations: Manufacturing firms should prioritise top management commitment, continuous employee training, and stringent supplier quality management. Revisiting customer focus strategies may also be necessary to align with performance goals and ensure comprehensive quality control.

Key words: Quality Control, Top Management Commitment, Customer Focus, Supplier Quality, Employee impact.

1.0 INTRODUCTION

The relevance of quality control management as the survival strategy of manufacturing organisations in Nigeria cannot be over emphasised. Quality control management has become increasingly prevalent as one of the management strategies in ensuring customer satisfaction and loyalty, improving products and service quality and reinforcing continuous improvement in different manufacturing organisations in the country (Onyango, 2016). In addition, quality control management is important to safeguard the manufacturing organisation reputation, prevent products from being unreliable, and boost trust on the side of consumers. It ensures that the company looks at evidence-based data and research rather than anecdotal observations to ensure that the services/products live up to the standards. Quality control management also assists manufacturing companies to reduce cost and maximises profit, operational efficiency and customer satisfaction.

Total Quality Management (TQM) is only one of many acronyms used to label management systems that focus on quality. It maintains that organisations must always strive to continuously improve these processes by incorporating the knowledge and experiences of workers (Ngambi, and Nkemkiafu, 2015). Okorie and Humphrey (2016) highlighted that quality control management practice as an effective system for integrating the quality development, quality maintenance and quality improvement efforts of the various groups in the company so as to enable production and service at the most economical levels which allows for full customer satisfaction. Manufacturing organisations apply various quality control techniques to improve the quality of the process by reducing its variability. A range of techniques are available to control product or process quality. These include seven statistical process control (SPC) tools, acceptance sampling, quality function deployment (QFD), failure mode and effects analysis (FMEA), six sigma, and design of experiments (Onyango, 2016).

According to Evans (2015) there are six basic management concepts of the philosophy of Quality Control Management which includes: top management commitment, Training of employees, customer focus, process orientation, continuous improvement, empowerment and teamwork, supplier quality management, and visionary leadership

1.1. Statement of Problems

Despite the global awareness of quality control management, most manufacturing companies in Nigeria are still lacking in adopting quality control management practices such as top management commitment, employee involvement through training, customer focus and supplier quality management in their operation manual (Matata, and Wafula, 2015).

Top management commitment is among the outstanding factors critical to the success of quality control management implementation in any manufacturing company. Top management has immense influence on the attitude and strategic direction of the manufacturing companies. However, most of the top management in manufacturing companies are not committed to their companies and this has constituted a setback to some of

the manufacturing companies and most affect the organisational performance of the companies (Ahmad, Leopoldo and Juan, 2018).

Finally**,** despite the fact that many studies have been done in the area of quality control management as a survival strategy for manufacturing organisations, virtually most of these studies were based on Small and medium enterprises, there is no study specifically done on manufacturing industry . It is this dearth in literature that has formed the motivation behind this study. Therefore, this study sought to examine the quality control management as a survival strategy for Nigeria Brewery Plc. in Nigeria.

1.2. Objectives of the Study

The broad objective of the study is to examine quality control management as a survival strategy for manufacturing organisations in Nigeria. The specific objectives are;

1. To ascertain the effect of top management commitment as a survival strategy on performance of manufacturing industries in Nigeria

2. To determine the effect of training of employees as a survival strategy on performance of manufacturing industries in Nigeria.

3. To examine the effect of customers' focus as a survival strategy on performance of manufacturing industries in Nigeria.

4. To ascertain the effect of supplier quality management as a survival strategy on performance of manufacturing industries in Nigeria.

1.3. Research Hypotheses

The following hypotheses were stated in null form;

$H0_1$**:** Top management commitment as a survival strategy has no significant effect on the performance of the manufacturing industry in Nigeria?

$H0_2$: Training of employees as a survival strategy has no significant effect on the performance of the manufacturing industry in Nigeria?

$H0_3$**:** Customers focus as a survival strategy has no significant effect on performance of the manufacturing industry in Nigeria?

$H0_4$**:** Supplier quality management as a survival strategy has no significant effect on performance of the manufacturing industry in Nigeria?

2.0 REVIEW OF RELATED LITERATURES

2.1 Empirical Review

Magodi, Daniyan and Mpofu **(2020)** examined cross- sectional pilot study on Quality Management System in the Small and Medium Enterprise (SME) in South Africa. Hence a pilot study was carried out to provide an insight into the Quality Management System awareness and implementation feasibility in South African SMEs using an online survey. The findings indicate that SMEs in South Africa are aware of QMS methodologies, and QMS incorporation to SMEs is feasible. The literature results indicate that QMS implementation

has some positive effects on SMEs for most of the articles reviewed. The reported positive effects are improved process efficiency, customer satisfaction, improvement in organisational performance, etc. It is envisaged that this work's findings will help improve the SMEs effective delivery, sustainability, and profitability in South Africa.

Okeke-Ezeanyanwu and Iwuchukwu (2019) examined the effect of quality management on the performance of Small and Medium Scale Enterprises in Anambra State. The study had three objectives, three research questions and three null hypotheses. Literature related to the study was reviewed. The study adopted survey research design. Cronbach Alpha reliability method was used to test the reliability of the instrument. Simple percentage was used to analyse the research questions while One Way Analysis of Variance was used to test the null hypotheses. The findings of the study revealed among others that quality management is now a watchword for every entrepreneur because this will broaden the scope of entrepreneurial activities which will enhance productivity, maintain competitive advantage not only in the local market but globally. Three recommendations were made among which was that government should encourage financial institutions to give loans to SMEs at reduced interest rate and also eliminate the rigorous time taking procedure to help them have easy access to finance and plan to achieve quality management goals

Okeoma (2019) focused on total quality management and organisational effectiveness in selected breweries in South East Nigeria. The study adopted survey research design and data were sourced through primary sources. A reliability coefficient of 0.773 was derived using Cronbach Alpha coefficient. The study found that customer focus has a significant positive relationship with organisational effectiveness. Strategic quality planning was found to have a significant positive relationship with organisational effectiveness. Similarly, supplier quality management was found to have a significant positive relationship with organisational effectiveness. Furthermore, knowledge and process management was found to have a significant positive relationship with organisational effectiveness. Based on the foregoing, the study concluded that total quality management has a significant positive relationship with organisational effectiveness in the selected breweries in South East Nigeria. The study recommended amongst others that breweries in South East Nigeria should improve employee involvement/skill and firm structure and allocate sufficient resources to implement total quality management successfully

Nwadukwe, and Timinepere (2013) examined the effect of Total Quality Management on Industrial Performance in Nigeria. Longitudinal design was employed which spanned the period of 1996 to 2008. The data were analysed using Ordinary Least Square (OSL) method of multiple regression to determine the effect of the predictor variables on the dependent variable. The study found that the cost of quality control had a non-significant positive effect on industrial performance while expenditure of salary on labour had a non-significant negative effect on industrial performance. It was concluded that Total Quality Management substantially enhanced industrial performance in the Brewery subsector of the Nigerian economy. The study recommended that firms should initiate and implement company-wide

and customer-centred Total Quality Management programmes to attain and sustain customer satisfaction and high performance.

3.0 METHODOLOGY

3.1 Research Design

This study utilized descriptive research design. Descriptive research provides information on the characteristics of a population or phenomenon and supplies answers to the questions of who, what, when, where and how associated with a particular research problem. Descriptive design is also used to obtain information concerning the current status of the phenomena to describe, "What exists" with respect to variables or conditions in a situation (Cohen et al. 2007). The design considered appropriate for this study because the main objective was investigate the quality control management as a survival strategy for manufacturing organisation in Abia State

3.2. Sources of Data

The data was sourced using primary and secondary sources. Primary data was used for the study and the data for the study was sourced from a questionnaire that was issued to staff of Nigeria Brewery Plc., Aba, Abia State. While secondary data was sourced from magazines, newspapers, textbooks, journals, and publications from the internet.

3.3. Population of the Study

The population of every study is the total individual, objectives or entities from which the researcher is to collect data. A number of elements selected from the population constitute a sample size (Avwokeni, 2009). The population of the study comprises one hundred and seven (107) members of staff of Nigeria Brewery Plc., Aba, Abia State.

3.4 Sample Size Determination

The study adopted Taro Yamane (1964) formula for finite and the formula is stated below:

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

Where

        n = sample size

        N = total population of the study,

        1 = constant

        e = error term

$$n = \frac{105}{1+105\,(0.05)^2}$$

$$n = \frac{105}{1+105(0.0025)}$$

$$n = \frac{105}{1+0.262}$$

$$n = \frac{105}{1.26}$$

$$n = 83.$$

3.5 Sampling Technique

The research work adopted a purposive sampling technique. The purposive sampling technique was used to assist the researcher select respondents that have requisite knowledge of the topic being studied. A sampling technique is the name or other identification of the specific process by which the entities of the sample have been selected.

3.6 Description of the Instrument

The researcher made use of a questionnaire. In designing the questionnaire, the researcher used open and close questionnaires and also 5 point Likert scale questions to structure the questions. Questionnaire is a list of questions designed to elicit information from respondents by filling the answers in space provided for the purpose. The questionnaire is divided into two sections, with section A. bearing the socio-demographic data of respondents, and section B analysing the stated objectives in the study.

3.9 Method of Data Analysis

The data for objective i, ii, iii and iv was analysed with descriptive statistics such as simple percentage, frequency, mean and 5 point Likert scales while hypotheses 1 to 4 were combined to form one multiple regression.. Multiple regression was used in order to ascertain the causes and the effect of the relationship that exists between variables.

3.9.1. Model Specification

The model is specified for hypothesis 1 to 4

$Y = F (X_1, X_2, X_3, X_4)$ …………………..……………….….…………………..3.1

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + ei$…………….......…………………………………3.2

Where; Y = Performance of manufacturing industry, X_1 = Top management commitment,

X_2 = Employee Training, X_3 = Customer focus, X_4 = Supplier quality management, β_0 = intercept,

β_1 - β_4 = parameter estimate, e^i = error terms.

4.0 DATA PRESENTATION, ANALYSIS OF RESULTS AND DISCUSSION

4.1 Data Collection and Presentation

Table 4.1: Returned of Distributed Questionnaire

Respondents	Distributed questionnaire	Returned questionnaire	Wrongly filled	Properly filled	Percentage
Staff of Nigeria Brewery Plc., Aba, Abia State	83	81	1	80	96
Total	**83**	**81**	**1**	**80**	**96**

Source: Field Data, 2023

A total of 83 questionnaires were distributed to Staff of Nigeria Brewery Plc., Aba, Abia State and 81 were completed and returned. In collecting the questionnaire it was discovered that one (1) of the questionnaires were wrongly filled and it was discarded. In effect, 80 of the respondents constituted the sample which translated into 96% rate of return of completed questionnaires.

4.2 Socio –economic characteristic of respondents

Table 4.2 Distribution of respondents according to Age

Age	Frequency	Percentage
18-30	28	35
31-40	24	30
41-50	23	29
51+	5	10
Total	**80**	**100**

Source: Field Survey, 2023

The table below indicates that 35% of the respondents who took part in the data collection age between 18-30 years followed with about 30% of respondents who fall between the ages of 31-403 years. Respondents who were in the age bracket of 41-50yrs had 29% and the least were those who fell in the age of above 51 with 10%.

Table 4.3. Distribution of respondents according to Marital Status

Marital Status	Frequency	Percentage
Married	38	48
Single	41	51
Divorced	1	1
Total	**80**	**100**

Source: Field Survey, 2023

The table 4.3 below shows that the number of married respondents is 38 which represented 48% of the respondents while the total number of respondents who are single was 41 which represented   51% of the total number of the respondents and the least was divorced with 1%.

Table 4. 4 Distribution of respondents according to Gender of the respondents

Gender	Frequency	Percentage

Male	32	40
Female	48	60
Total	**80**	**100**

Source: Field Survey, 2023

The below table indicates that 79 of the respondents were male, representing 66% of the total respondents who took part in the study while females were 41 that represent 34% of the total respondents of the study.

Table 4.5.: Distribution of respondents according to Educational Qualification

Educational Qualification	Frequency	Percentage
No formal Education	1	1
FSLC	2	3
SSCE/GCE	9	11
OND/NCE	20	25
B.Sc./HND	41	51
M.Sc./PhD	7	8
Total	**80**	**100**

Source: Field Survey, 2023

In order to determine the educational level of the respondents. The table below shows that employees with BSC/HND degrees were 81 in number representing 51 percent of the total number of the respondents while those who had SSCE/GCE were 20 in number, representing 25% of the total number of the respondents and the least were those that had no formal education with 1%.

Table 4.6. Distribution of respondents according to Monthly Salary

Monthly Salary	Frequency	Percentage
0-30,000	1	1.0
31,000 - 60,000	15	19
61,000 - 90,000	59	74
91,000 - 120,000	3	4.0
Above 120,000	2	2.0
Total	**80**	**100**

Source: Field Survey, 2023

In order to determine the Monthly salary of the respondents, they were asked to indicate their Monthly salary on the available options given. It was discovered that employees received from 61,000 - 90,000 was 59 percent followed 31,000 - 60,000 with 19% followed by 91,000 - 120,000 with 4 % and the least were those who received 0-30,000 with 1%.

Table 4.7.Distribution of respondents based on number of years they have worked in Nigeria Brewery Plc., Aba, Abia State, Nigeria.

Number of years worked	Frequency	Percentage
1—5	6	8.
6—10	32	40
11—15	31	39
16—20	4	5
21—25	2	2
Above 25	1	1.
Total	**80**	**100**

Source: Field Survey, 2023

In order to determine the number of years worked with by respondents, the result shows that majority of the respondents have worked with the company between 6—10 years with 40% followed by those who worked with the Nigeria Brewery Plc., Aba, Abia State between 11—15 years with 39% and the least were those who worked with the Nigeria Brewery Plc., Aba, Abia State for above 25 years with 1%.

4.2. Descriptive Statistics

Objective 1

To ascertain the effect of top management commitment as a survival strategy on performance of manufacturing industries in Nigeria?

Table 4.8: Rating of the effect of top management commitment as a survival strategy on performance of manufacturing industries in Nigeria.

Variable	Frequency	Percentage
Very High	50.0	63.0
High	20.0	25.0
Moderate	7.0	8.0
Low	1.0	1.0
Very Low	2.0	3.0
Total	**80**	**100**

Source: Field Survey, 2023

The table 4.8 shows the rating of the effect of top management commitment as a survival strategy on performance of manufacturing industries in Nigeria. The result revealed that 63 % of the respondents rated the effect of top management commitment as a survival strategy on performance of manufacturing industries in Nigeria to be very high followed by those who rated it too high with 25% and the least was those who rated it to be low with l% rating.

Objective 2

To determine the effect of training of employees as a survival strategy on the performance of the manufacturing industry in Nigeria?

Table 4.9: Rating of the effect of training of employees as a survival strategy on performance of manufacturing industries in Nigeria.

Variable	Frequency	Percentage
Very High	40.0	50.0
High	30.0	40.0
Moderate	3.0	4.0
Low	2.0	3.0
Very Low	1.0	1.0
Total	**80**	**100**

Source: Field Survey, 2023

The table 4.9 shows the rating of the effect of training of employees as a survival strategy on performance of the manufacturing industry in Abia State. The result revealed that 50% of the respondents rated the effect of training of employees as a survival strategy on performance of manufacturing industries in Nigeria to be very high followed by those who rated it too high with 40% and the least was those who rated it to be very low with l% rating.

Table 4.10: Rating of the effect of customers focus as a survival strategy on performance of manufacturing industries in Nigeria.

Variable	Frequency	Percentage
Very High	45.0	56.0
High	29.0	36..0
Moderate	2.0	3.0
Low	3.0	4.0
Very Low	1.0	1.0
Total	**80**	**100**

Source: Field Survey, 2023

The table 4.10 shows the rating of the effect of customers' focus as a survival strategy on performance of manufacturing industries in Nigeria. The result revealed that 56% of the

respondents rate the effect of customers' focus as a survival strategy on performance of manufacturing industries in Nigeria seems to be very high followed by those who rated it too high with 36% and the least was those who rated it to be very low with l% rating.

Table 4.11: Rating of the effect of supplier quality management as a survival strategy on performance of manufacturing industries in Nigeria.

Variable	Frequency	Percentage
Very High	43.0	54.0
High	20.0	25.0
Moderate	7.0	9.0
Low	6.0	48.0
Very Low	4.0	5.0
Total	**80**	**100**

Source: Field Survey, 2023

Table 4.10 shows the rating of the effect of supplier quality management as a survival strategy on performance of the manufacturing industry in Abia State. The result revealed that 54% of the respondents rate the effect of supplier quality management as a survival strategy on performance of the manufacturing industry in Abia State to be very high followed by those who rate it too high with 25% and the least was those who rate it to be very low with 5%.

4.3 Inferential Statistics

The study examined the effect of quality control management as a survival strategy for manufacturing organizations in Abia State. The study data was sourced from Nigeria Brewery Plc., Aba, Abia State, Nigeria. Multiple regression was used to analyse the stated hypotheses.

4.3.1 Multiple Regression Analysis

Dependent Variable: ROA

Method: Least Squares

Date: 04/23/23   Time: 18:39

Sample: 1- 80

Included observations: 80

Variable	Coefficient	Std. Error	t-Statistic	Prob.

X1	1.009787	0.029078	34.72683	0.0000
X2	1.675392	0.065456	25.59569	0.0006
X3	1.409894	0.121705	11.58451	0.0004
X4	1.609874	1.215633	0.867795	0.7335
C	1.920323	0.829072	02.31623	0.0128

R-squared	0.783097	Mean dependent var	9.120000
Adjusted R-squared	0.738941	S.D. dependent var	4.138116
S.E. of regression	2.899072	Akaike info criterion	5.255833
Sum squared resid	50.42770	Schwarz criterion	5.376867
Log likelihood	-22.27916	Hannan-Quinn criter.	5.123059
F-statistic	18.09585	Durbin-Watson stat	1.973871
Prob(F-statistic)	0.009632		

Source: Researcher computation from EViews, 10.0

The regression result revealed that top management commitment , employee training, customer focus , supplier quality management have a t-statistics value of 34.72683, 25.59569, 25.59569 and 0.867795 with coefficient value of 1.009787, 1.675392, 1.409894 and 1.609874   which implies that a unit increases in top management commitment , employee training, customer focus , supplier quality management will all lead to increases in performance of manufacturing industry .R-squared value of 0.783097 shows that the 78% of the dependent variable (Performance of manufacturing industry) is been explained by the independent variables (top management commitment , employee training, customer focus , supplier quality management) while the remaining 12% is for the stochastic variable (error term) in the stated model in chapter The F-probability of 0.009632 shows that the entire result was statistically significant.

Test of Hypothesis 1

H0$_1$: Top management commitment as a survival strategy has no significant effect on the performance of manufacturing industries in Nigeria.

The p-value (0.000) of top management commitment in table 4.12 is less than 0.05. Hence, the alternate hypothesis (H_1) was accepted and the null hypothesis rejected and stated that **top management commitment** as a survival strategy has positive and significant effect on the performance of manufacturing industries in Nigeria.

Test of Hypothesis 2

$H0_2$: Training of employees as a survival strategy has no significant effect on the performance of manufacturing industries in Nigeria.

The p-value (0.0006) of training of employees in table 4.12 is less than 0.05. Hence, the alternate hypothesis (H_1) was accepted and the null hypothesis rejected, which stated that training of employees as a survival strategy has positive and significant effect on the performance of manufacturing industries in Nigeria.

Test of Hypothesis 3

$H0_3$: Customers focus as a survival strategy has no significant effect on performance of manufacturing industries in Nigeria.

The p-value (0.0004) of training of employees in table 4.12 was less than 0.05. Hence, the alternate hypothesis (H_1) was accepted and the null hypothesis rejected and which stated that Customers focus as a survival strategy has positive and significant effect on performance of manufacturing industries in Nigeria.
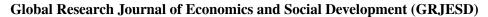
Test of Hypothesis 4

$H0_4$: Supplier quality management as a survival strategy has no significant effect on the performance of the manufacturing industry in Nigeria.

The p-value (0.0004) of supplier quality management as a survival strategy in table 4.12 was less than 0.05. Hence, the alternate hypothesis (H_1) was accepted and the null hypothesis rejected, which stated that supplier quality management as a survival strategy has a positive and significant effect on the performance of the manufacturing industry in Nigeria.

4.4. Result Discussion

The study examined the effect of quality control management as a survival strategy for manufacturing organizations in Nigeria. The study data was sourced from Nigeria Brewery Plc., Aba, Abia State. The stated hypotheses were analysed with multiple regression. The result revealed that top management commitment as a survival strategy has positive and significant effect on the performance of the manufacturing industry in Abia State. This result holds on the ground that the top management of the studied company carried out their work effectively which has enhanced the performance of the company. The result of this study is in line with the finding of (Al-Ettayyem, and Al- Zu'bi, 2015).

The result of the second hypothesis revealed that training of employees as a survival strategy has a positive and significant effect on the performance of the manufacturing industry in Nigeria.. This result holds on the ground that the studied company over the years have been

involved in training and retraining of their staff to enhance the performance of the company. The result of this study is in line with the finding of (Al-Ettayyem, and Al- Zu'bi, 2015).

The result of the 3rd hypothesis also revealed that customer focus as a survival strategy has a positive and significant effect on the performance of the manufacturing industry in Nigeria. This result holds on the ground that because of the kind of services offered by the management of the company, this has made customers of the company to be committed to the products offered by the company. The result of this study is in line with the finding of (Adam, 2018).

Finally, the result of supplier quality management as a survival strategy has a positive and significant effect on the performance of manufacturing industries in Nigeria.. This result also holds on the ground that the management of the studied company has supplier quality management to the customers. Meanwhile, the result of this study is in line with the finding of (Ahmad, *et al*., 2018).

5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

The study examined the effect of quality control management as a survival strategy for manufacturing organizations in Abia State. The finding of the study revealed the following, that:

1. Top management commitment as a survival strategy has positive and significant effect on the performance of manufacturing industry in Abia State

2. Training of employees as a survival strategy has a positive and significant effect on the performance of the manufacturing industry in Abia State.

3. Customers' focus as a survival strategy has no significant effect on the performance of the manufacturing industry in Abia State.

4. Supplier quality management as a survival strategy has positive and significant effect on performance of manufacturing industry in Abia State

5.2. Conclusion

Despite the global awareness of quality control management, most manufacturing companies in Nigeria are still lacking in adopting quality control management practices such as top management commitment, employee involvement through training, customer focus and supplier quality management in their operation manual. Top management commitment is among the outstanding factors critical to the success of quality control management implementation in any manufacturing company. Top management has immense influence on the attitude and strategic direction of the manufacturing companies. However, most of the top management in manufacturing companies are not committed to their companies and this to a very large extent has constituted a huge set back to some of the manufacturing companies and this has inadvertently affected the organisational performance of these companies.

Training of employees on how to put out reliable and high quality products and services, harnessing their full participation in the production stage would be more fruitful leading to an increase in customer satisfaction and customer complaints reduction. Also, it is assumed that most manufacturing companies have put quality policy on ground to train and retain their staff so as to enhance their performance and this is assumed to have a ripple effect on their performance.

Manufacturing companies that have adopted quality control management view the customer from a very high and well esteemed perspective and they always strive to meet and exceed their expectations. In a quality control management setting, every member of the organisation aims at satisfying the customer through listening to their concerns, ensuring that their concerns are addressed in the best way possible and always remaining in touch with them.. In conclusion, effective quality control management can enhance the performance of firms.

5.3 Recommendations

1. Top management of the studied organisation should as a matter of urgency give more work incentive to their top management for them to do more for the organisation.

2. Management of studied organisations should continue to train and retain their staff so as to enhance their performance in the manufacturing industry.

3. Management of studied organisations should also make their product more attractive to customers of the firm by adopting dynamic strategies and incorporating new product ideas.

4. Management of the studied organisation should also ensure that departments in charge of supplier quality management enhance their activities in the firm for prompt delivery of service to customers of the firm.

5.4. Contributions to knowledge

The work will be of immense help to researchers and students interested in similar fields of study in the future in the sense that they will find this work a useful conceptual guide and reference material. The content also may be of interest to academic studies. It will also justify the ground that it serves as a frontier of knowledge to upcoming researchers who are willing to carry out similar research work

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