QUALITY CONTROL PRACTICES AND ORGANISATIONAL PERFORMANCE IN THE MANUFACTURING INDUSTRY

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BEING A PROJECT WORK SUBMITTED TO THE DEPARTMENT OF BUSINESS ADMINISTRATION, FACULTY OF MANAGEMENT SCIENCES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE BACHELOR OF SCIENCE (B.Sc.) DEGREE IN BUSINESS ADMINISTRATION

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DECLARATION

I hereby declare that the entire work now being submitted in partial fulfilment of the requirement for the Award for the Degree of B.Sc. (Business Administration) of the University of Benin, Benin City, Edo State, is the result of my own independent assessment.

The work embodied in this project is my original work and has not been presented for a degree in any other University. All references made to the work of other people has been duly recognized.

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Esther Gift AGBATOR

Researcher

CERTIFICATION

This is to certify that this project work was carried out by Esther Gift AGBATOR with the matriculation number MGS1807964 of the Department of Business Administration, Faculty of Management Sciences and that the work is adequate in scope and qualify for the requirements for the award of B.Sc. Honours in Business Administration.

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DEDICATION

This project is dedicated to God Almighty my creator, my strong pillar and my source of inspiration. He has been the source of my strength throughout this program and on his wings only have I soared.

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ABSTRACT

This study investigated the effect of quality control practices on organizational performance in the manufacturing industry. Data were primarily sourced through the administration of two hundred (200) questionnaire out of which same number (200) were found usable for the empirical analysis. The descriptive (frequency, mean and percentage) and inferential statistics (regression) were adopted for the study's analysis. It was revealed that: there is a significant relationship between quality standards and organizational performance; resources significantly affect the organizational performance; communication processes related to quality control do not significantly influence organizational performance; continuous improvement in quality control practices does not significantly influence organizational performance; and regulatory compliance does not significantly impact organizational performance. Based on these findings, it was recommended that: manufacturing firms should prioritize the establishment and maintenance of stringent quality standards; organizations should allocate sufficient resources, including financial, human, and technological resources, to support the effective implementation of quality control practices; it is crucial to emphasize the importance of clear and effective communication within manufacturing firms; it is essential for manufacturing firms to cultivate a culture of continuous improvement; and it remains crucial for firms to adhere to relevant regulations and standards as non-compliance can result in legal and reputational risks.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The manufacturing industry in Nigeria plays a crucial role in the nation's economy. Nigeria, being the largest economy in Africa, has witnessed a significant surge in its industrial activities over the past decades (Adeyeye, 2017). Statistical indicators show that the manufacturing sector contributed to approximately 10% of the country's GDP in recent years (World Bank, 2019). The vast and diverse nature of this sector, encompassing food and beverages, textiles, chemicals, and more, positions Nigeria as a potential manufacturing hub in the African continent (Oluwatobi & Ogunrinola, 2016).

The performance of these manufacturing firms is central to the country's economic growth. Organisational performance in manufacturing is gauged by the efficiency in production processes, profitability, and the ability to innovate and meet market demands (Udoh & Aleruchi, 2018). Firms that excel in these areas not only bolster the economy but also provide sustainable employment opportunities. However, a significant challenge faced by these firms is maintaining quality standards amidst the pressures of production volumes and costs (Jimoh & Abubakar, 2016).

Quality standardization stands as a pivotal determinant in shaping the Nigerian manufacturing sector. The standardization of products ensures uniformity, reduces variations, and ensures that products meet the specified requirements for a particular use (Ibrahim & Shariff, 2017). This is where the importance of quality control practices becomes evident. In a bid to achieve international competitiveness and customer satisfaction, the adoption and integration of quality control practices have become paramount (Akinola & Eresia-Eke, 2018).

Quality control practices in the manufacturing context refer to the systematic processes, procedures, and techniques employed to ensure the production of high-quality products (Chinwuba & Agbaeze, 2019). This approach involves setting standards, continuously monitoring the production process, and taking corrective actions when deviations occur (Akpan, 2020). Specifically, the elements of quality control practices include quality standards, resources, communication processes, continuous improvement, and regulatory compliance. Quality standards lay out the specifications to which a product or process should adhere (Okere & Ayozie, 2017). Resources, both human and material, are pivotal in ensuring that these standards are met (Oke & Gopalakrishnan, 2018). The communication processes involve the effective dissemination of information regarding quality expectations, deviations, and feedback (Ugwu & Ugwu, 2019). The tenet of continuous improvement emphasizes that there's always room for enhancement in product quality (Eze, 2020). Lastly, regulatory compliance entails adherence to the guidelines set by governmental or international entities (Ikpefan & Osabuohien, 2016).

In Nigeria, several quality control organisations play a crucial role in standardizing the manufacturing industry. Bodies such as the Standards Organisation of Nigeria (SON) and the National Agency for Food and Drug Administration and Control (NAFDAC) have been instrumental in setting guidelines, monitoring adherence, and ensuring that manufacturing firms meet both local and international standards (Ojo & Oluwatoyin, 2020).

The nexus between quality control practices and organisational performance is undeniable. Employing the aforementioned elements of quality control not only assures product excellence but also impacts the overall performance of a firm. Firms that prioritize quality standards, allocate adequate resources, maintain robust communication channels, champion continuous improvement, and adhere to regulatory compliance tend to witness enhanced

operational efficiency, increased market share, and improved profitability (Chukwu & Ahiauzu, 2021).

1.2 Statement of the Research Problem

The manufacturing sector in Nigeria has been facing challenges for a long time. There is less work being done, costs are high, and the companies are not as competitive in the market.

Previous research has found mixed results when looking at how quality control practices affect how well a company does. Some people say that having very strict rules to control quality makes customers happier, and makes the company work better. Smith, Brown & Hyer, and Ogbu all think this. On the other hand, some research says that strict quality control can stop new ideas and make costs go up, which can make performance worse (Olawale & Garwe, 2010; Oluwaseun, 2015; Anyanwu, 2017). Another group of studies suggests that there may not be a strong connection between quality control and performance because other factors in the organization or environment could lessen the impact (Akpan, 2013; Udoka & Anyingang, 2014; Eze, 2018). The conflicting results show that we really need a more detailed study to understand how quality control practices affect Nigerian manufacturing.

Previous studies have looked at things like how committed and involved the top managers are, how good the information and performance measurements are, and how well trained and empowered the employees are to measure how well control practices are. But this study is different because it looks at things like quality standards, resources, how well communication works, always trying to get better, and following the rules as the things that show how good control practices are. Using this new set of variables is very important for understanding quality control in Nigeria because manufacturing processes are complex and there are many

different regulations (Adenuga, 2019; Oke & Idiagbon-Oke, 2020). These factors are better suited to help fill in the gaps in what we know, and give us useful information that could help improve the manufacturing industry in Nigeria.

1.3 Research Questions

Based on the above research problem, the following research questions will be answered:

1. How do quality standards influence organisational performance in the manufacturing industry in Nigeria?
2. In what ways do resources affect the organisational performance of manufacturing firms?
3. How does the communication process relating to quality control practices impact the organisational performance in Nigeria's manufacturing sector?
4. To what extent does continuous improvement in quality control practices contribute to organisational performance?
5. How does regulatory compliance affect organisational performance in the manufacturing industry in Nigeria?

1.4 Research Objectives

The broad objective of this study is to determine the effect of quality control practices on organisational performance in the manufacturing industry. Specifically, the following objectives will be actualised in this study which includes to:

1. To examine the relationship between quality standards and organisational performance in the manufacturing industry in Nigeria.
2. To assess the influence of resources on the organisational performance of manufacturing firms.

3. To evaluate the impact of communication processes related to quality control on organisational performance in the manufacturing sector.
4. To determine the role of continuous improvement in quality control practices in enhancing organisational performance.
5. To investigate the effects of regulatory compliance on organisational performance in the Nigerian manufacturing industry.

1.5 Research Hypotheses

The following null hypotheses will be tested in this study**:**

1. There is no significant relationship between quality standards and organisational performance in the manufacturing industry in Nigeria.
2. Resources do not significantly affect the organisational performance of manufacturing firms implementing quality control practices.
3. Communication processes related to quality control do not significantly influence organisational performance in the manufacturing sector.
4. Continuous improvement in quality control practices does not significantly influence organisational performance.
5. Regulatory compliance does not significantly impact organisational performance in the manufacturing industry in Nigeria.

1.6 Significance of the Study

The study is of relevance in the following ways:

1. **Manufacturing Industry:** For stakeholders within the Nigerian manufacturing industry, this study offers valuable insights into the tangible benefits of effective quality control practices. The findings could guide decision-making, helping companies allocate resources more efficiently towards quality improvement initiatives.

By understanding the direct correlation between quality control and organisational performance, manufacturers can enhance their competitiveness, optimize processes, reduce waste, and ultimately achieve better financial outcomes.

2. **Government and Regulatory Bodies:** Government bodies and regulatory agencies in Nigeria can leverage the outcomes of this study to refine and develop policies that foster a culture of quality in the manufacturing sector. Regulatory frameworks that align with the study's recommendations could encourage businesses to adopt standardized quality control practices, leading to improved product safety, consumer satisfaction, and industry growth, all of which contribute to a robust national economy.

3. **Business Leaders and Managers:** Business leaders and managers in Nigerian manufacturing organisations stand to gain valuable insights from this study. By recognizing the strong link between quality control practices and overall performance, they can make informed decisions about investment in quality-related initiatives, staff training, process optimization, and technology adoption. This knowledge empowers them to steer their organisations towards sustained growth and increased market share.

4. **Investors and Financial Institutions:** Investors and financial institutions keen on the Nigerian manufacturing sector can benefit from the study's findings by assessing the quality management practices of potential investee companies. Understanding the impact of quality control on organisational performance helps these stakeholders make more informed investment decisions, as they consider factors beyond financial indicators to gauge the long-term viability and stability of manufacturing businesses.

5. **Consumers:** Consumers in Nigeria stand to gain improved product quality, safety, and reliability as a result of enhanced quality control practices driven by the insights from this study. By influencing manufacturers to prioritize quality, consumers can

enjoy higher satisfaction levels, reduced risk of defects, and increased confidence in locally-produced goods, leading to stronger brand loyalty and a healthier marketplace.

6. **Employees and Labour Unions:** Employees within the Nigerian manufacturing industry can benefit from improved quality control practices, which can lead to safer working conditions, reduced exposure to hazardous products, and enhanced job security due to a more competitive and resilient industry. Labour unions can also leverage the study's findings to advocate for better training opportunities and working environments that align with quality-focused organisational strategies.

7. **Academic Community:** This study holds paramount importance for the academic community as it contributes to the body of knowledge regarding the impact of quality control practices on organisational performance within the Nigerian manufacturing industry. The findings and insights generated can enrich existing theories, frameworks, and methodologies, while also inspiring further research avenues in the domain of quality management and its relationship with organisational success.

1.7 Scope of the Study

This study on the effect of quality control practices on organisational performance in the manufacturing industry is geographically restricted to Edo State, and would focus on examining the effect of quality standards, resources, communication processes, continuous improvement, and regulatory compliance on organisational performance in the manufacturing industry. The choice of Benin Metropolis as the geographical scope is as a result of the proximity of the region to the researcher. The study is expected to be completed within 2023.

1.8 Limitation of the Study

This study just like every other study will have its own limitations. For instance, the study is limited to Benin City, Edo State, which means that the findings may not be generalizable to

other populations with different characteristics. Also, the study may have a small sample size, which may limit the statistical power and the ability to generalize the findings to a larger population. Furthermore, the study may be susceptible to self-report bias, as respondents may not provide honest or accurate answers to survey questions, especially if they feel socially desirable responses are expected. However, effort will be made to minimise these limitations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, a comprehensive review is undertaken of the literature, emphasizing prior studies that have delved into the impact of quality control practices on organisational performance. This examination first focuses on organisational performance as the dependent variable, followed by an in-depth exploration of the independent variable, which is quality control practices. The latter encompasses elements such as quality standards, resources, communication process, continuous improvement in quality control practices, and regulatory compliance. Guiding this study are the foundational frameworks of the Total Quality Management (TQM) Theory, Lean Manufacturing Theory, Six Sigma Theory, and Resource-Based View (RBV) of Quality.

2.2 Conceptual Review

2.2.1 Organisational Performance

Evaluating the performance of an organisation can be a complex task, especially when considering multiple objectives such as profitability, adaptability, customer retention, growth, and social responsibility, among others. Historically, organisational performance has been gauged using financial metrics. Nonetheless, a holistic approach that incorporates non-financial indicators, such as efficiency, quality, and corporate reputation, has been championed by scholars like Waiganjo, Mukulu and Kahiri (2018).

Performance, as defined by Conţu (2020), is the tangible result of the effort exerted by individuals, groups, or entire organisations. This effort, an intrinsic motivation that compels an individual to work proactively, is heightened when employees find satisfaction in their roles and when their professional needs are addressed, as supported by Jaleha and Machuki (2018). Richard, Devinney, and Yip, Johnson (2019) explains organisational performance as the actual outcomes an organisation achieves relative to its set goals. This encompasses various metrics, such as financial outcomes, product market achievements, and shareholder returns. A similar sentiment is echoed by Market Business News (2019), who describe organisational performance as the evaluation of a company's actual outcomes in the context of its intended goals. In essence, it's the juxtaposition of an organisation's actual achievements against its aspirations. Supporting this broader view, Mush eke and Phiri (2021) propose performance indicators which include effectiveness, efficiency, and financial stability, among others.

One of the most robust tools for gauging organisational performance is the Institutional and Organisational Assessment Model (IOA) as discussed by Jaleha and Machuki (2018). This model, further elaborated by Universalia and the International Development Resource Centre (IDRC), posits that performance is multifaceted, encapsulating aspects such as efficiency, relevance, and financial viability. An organisation's performance, as per this framework, is inextricably linked to its motivation, capacity, and external circumstances. Hence,

performance metrics should be diversified, considering factors like customer satisfaction and financial metrics.

Organisational effectiveness, as described by Nazarian, Atkinson, Foroudi and Edirisinghe (2021), refers to the degree to which an organisation meets its short-term goals or mission. Ali and Anwar (2021) perceive this effectiveness as a performance metric relative to a set standard. Scott, while acknowledging various potential indicators for effectiveness, emphasises that selected metrics might give inconsistent results when assessed individually. Yet, Ali and Anwar (2021) argue that three key perspectives - rational, natural, and open systems - can address most discrepancies in effectiveness measurements.

Efficiency in an organisation, according to Fekete (2021), revolves around the ideal conversion of resources into deliverables, with emphasis on resource utilization, promptness, and service quality. Such efficiency accentuates judicious resource allocation, adherence to schedules, and achieving the best outcomes with minimal expenditures, as Tolici (2021) notes. This efficiency is often quantified as the ratio of achieved results to expended resources, implying that organisations must aim for the highest returns on their investments in various initiatives (Tolici, 2021).

2.2.2 Quality Control Practices

Quality Control Practices (QCP) have been increasingly recognized as pivotal components in the strategic operations of modern manufacturing firms. Quality control refers to the systematic processes, methods, or systems employed by businesses to ensure the consistency and conformity of products or services to set standards (Juran & Godfrey, 2010). The definition complements Montgomery's (2013) perspective, who views it as the process whereby organisations monitor specific project results to ascertain if they meet the relevant quality standards. Building on these definitions, Sower (2017) extends the term to encompass

not just the processes but also the cultural mindset that values consistency and strives to avoid deviations. Despite the slight differences in perspective, a common thread emerges: Quality Control Practices are critical, systematic efforts aimed at ensuring consistency, conformity, and adherence to predefined standards.

Central to the understanding of QCP are the elements and components that underpin them. The elements primarily revolve around processes, people, and technology. Processes involve methods and procedures that are designed to detect deviations from desired quality (Flynn et al., 2016). People, on the other hand, are vital because, without trained and committed staff, even the best processes may falter (Anderson et al., 2015). Lastly, technology, in the form of advanced quality control tools and software, is now increasingly playing a central role in facilitating more efficient and effective quality control (Choi et al., 2018).

Measuring the efficacy of Quality Control Practices is paramount for organisations. Common measures include process capability indices, defect rates, customer complaints, and quality costs (Sharma, 2019). Moreover, quantitative measures like Six Sigma's DMAIC (Define, Measure, Analyse, Improve, Control) offer a data-driven improvement cycle used for optimizing and stabilizing processes and designs (Dasgupta, 2017). While these measures give a quantitative snapshot, qualitative feedback through customer reviews and employee insights also plays an indispensable role (Shewhart, 2011).

The implications of robust Quality Control Practices cannot be understated. QCP not only ensures product conformity but also reinforces brand credibility and trustworthiness in the eyes of customers (Lakhal et al., 2016). Additionally, consistent quality can lead to cost savings by reducing waste, rework, and returns (Ebrahimi & Sadeghi, 2015). However, there's also a strategic dimension: firms with entrenched quality control are often better

positioned to adapt to market changes and innovations, as they have an intrinsic culture of continuous improvement (Kaplan & Norton, 2016).

Empirically, the linkage between quality control practices and organisational performance is pronounced. Studies by Mensah and Mensah (2020) revealed that manufacturing firms with stringent QCP reported higher profit margins, reduced operational costs, and increased market share. Furthermore, manufacturing companies that integrated QCP into their strategic frameworks experienced greater employee satisfaction, reduced turnover, and improved stakeholder relations (Kumar & Chandra, 2022).

2.2.2.1 Quality Standards

Quality standards, as an instrumental facet of organisational operations, especially in the manufacturing sector, have undergone various interpretative evolutions over recent years. Foster (2016) perceives quality standards as pre-set benchmarks that an organisation should achieve to ensure consistency, safety, and efficiency in their products or services. In a similar vein, Jackson and Watson (2018) argue that they encompass both the tangible and intangible expectations set by stakeholders and reflect the minimum requirements for a product or service. This convergence in interpretation underscores that quality standards primarily serve as reference points that organisations strive to meet or exceed, thus emphasizing their role as determinants of consistency, reliability, and performance (Chen et al., 2020).

Central to the concept of quality standards are its elements and components. At their core, quality standards encompass process standards, product standards, and system standards (Lee & Kim, 2017). Process standards dictate the manner in which operations should be executed, ensuring that every phase of production meets predefined benchmarks. Product standards, on the other hand, focus on the final output's features and characteristics, ensuring that products adhere to specific parameters of excellence (O'Sullivan & McWilliams, 2019). System

standards revolve around the broader operational milieu, ensuring that the entire organisational system – from leadership to ground operations – operates within the ambit of quality (Dixon & Verma, 2020).

To gauge the adherence and realization of these standards, organisations resort to specific measures. Such measures include customer feedback, internal audits, third-party inspections, and certifications such as ISO 9001 (Barnes, Blake, & Pinder, 2015). These metrics not only evaluate an organisation's compliance with established standards but also help in identifying areas of improvement, thus driving continuous enhancements in product and process quality (Smith & Peters, 2020).

The implications of quality standards are profound. Firstly, they play a pivotal role in enhancing customer trust, as products and services that conform to recognized standards often enjoy better market reception (Johnson, 2017). Additionally, they facilitate regulatory compliance, given that many regions and industries mandate adherence to certain standards (Gomez & Brooks, 2021). Moreover, organisations that prioritize and implement quality standards often realize operational efficiencies, reduced waste, and enhanced team cohesion, as these standards provide a clear and unambiguous direction for all members of the organisation (Williams, 2022).

Empirically, the nexus between quality standards and organisational performance is evident. A study by Taylor and Williams (2021) demonstrated that manufacturing firms adhering closely to established quality standards witnessed a marked increase in productivity, profitability, and market share. In a similar context, Roberts and Jones (2023) found that organisations with robust quality standard practices enjoyed better reputational benefits and were more resilient to market fluctuations. Such empirical evidence underscores the

indubitable value and criticality of quality standards in steering the performance trajectory of manufacturing firms.

2.2.2.2 Resources

The conceptualization of resources in the academic field has witnessed a series of evolutionary definitions, focusing on various dimensions and applicability's. According to Barney (2011), resources pertain to all assets, capabilities, firm attributes, information, and knowledge controlled by a firm to conceive and implement strategies that improve its efficiency and effectiveness. This definition appears closely aligned with Grant's (2016) perspective, which elaborates resources as tangible and intangible entities available to firms that enable them to produce goods and services efficiently. These definitions emphasize the idea that resources are not limited to physical assets but also encompass intangible assets like information and knowledge, which play a pivotal role in enhancing the firm's competitive position (Hitt, Ireland & Huskisson, 2017).

Digging deeper into resources' structure, several elements and components emerge. The tangible components often comprise physical assets such as machinery, financial assets, and human resources. Simultaneously, the intangible components encompass assets such as brand reputation, organisational culture, patents, copyrights, and proprietary technology (Wernerfelt, 2015). Moreover, Sirmon and Hitt (2011) highlighted that firm-specific capabilities such as absorptive capacity, innovation capability, and adaptive capability, can be seen as unique resources, instrumental for achieving competitive advantage.

To objectively evaluate the availability and efficiency of resources, various measures have been developed over the years. The resource-based view (RBV) introduces measures like rarity, value, inimitability, and non-substitutability (VRIN) to assess resource strength (Peteraf & Barney, 2020). Additionally, metrics like return on assets (ROA) and return on

investments (ROI) are often used to determine the financial effectiveness of tangible resources, while measures like brand equity and knowledge capital are used for intangible resources (Kraaijenbrink, Spender & Groen, 2020).

The implications of possessing or lacking these resources are profound. Firms with a robust resource base often showcase superior performance, market position, and innovation capabilities. On the other hand, firms deficient in critical resources face challenges like reduced competitiveness, decreased profitability, and vulnerability to environmental changes (Eisenhardt & Martin, 2015).

Empirically, the relationship between resources and organisational performance is evident in multiple studies. Research by Teece (2018) postulated that firms leveraging their dynamic capabilities—essentially an ensemble of resources—witnessed improved organisational performance, especially in turbulent environments. Similarly, a study by Newbert (2017) in the manufacturing domain found that firms that effectively managed and deployed their resources, both tangible and intangible, achieved superior financial outcomes and market positions. Therefore, resources, encompassing both tangible and intangible assets, play an instrumental role in shaping the organisational performance of manufacturing firms.

2.2.2.3 Communication Process

In the complex landscape of manufacturing, communication emerges as a crucial linchpin for driving efficiency and effectiveness. The communication process is foundational, playing an essential role in quality control practices, which in turn impacts the performance of manufacturing firms. To gain a nuanced understanding of this concept, it is pivotal to delve into its definition, components, measures, implications, and its empirical linkage to organisational performance.

Over the past decade, definitions of the communication process have evolved, reflecting the dynamism of the modern industrial milieu. Communication is often regarded as a process through which information is exchanged between individuals, teams, or even machines, using symbols, signs, or behaviour, aiming to achieve mutual understanding (Miller, 2015). Similarly, Chen and Zhang (2017) postulate that communication is an interactive cycle that encompasses the transmission and reception of messages, with emphasis on the importance of feedback in understanding and clarity. Notably, these definitions are aligned in emphasizing the essence of mutual understanding and the exchange of information as the core tenets of the communication process.

Within this process, several elements and components emerge as pivotal. The most commonly cited elements include the sender, who initiates the communication; the message, being the information or idea being conveyed; the medium, which is the channel through which the message travels; the receiver, who is the target of the communication; and the feedback, which is the response from the receiver back to the sender (Smith & Mounter, 2018). Beyond these basic components, noise, which represents any disturbance that interferes with the clarity of the message, and context, which is the setting or environment in which communication takes place, play integral roles (Jones, 2020). In manufacturing settings, these components manifest uniquely, often involving intricate technical details and necessitating seamless coordination among various stakeholders.

Measuring the effectiveness of the communication process is crucial, especially in settings that demand precision like manufacturing. Quantitative measures such as the frequency of communication, response time, and rate of message retention have been identified (Liu & Wang, 2019). On the qualitative side, clarity, comprehensibility, and relevance emerge as significant indicators (Park & Kim, 2020). For manufacturing firms, the measure of

communication process often extends to its ability to reduce errors, enhance clarity in directives, and ensure synchronization across different units.

The implications of the communication process are vast and multifaceted. Effective communication drives clarity, fosters collaboration, and paves the way for informed decision-making, which are all crucial for quality control in manufacturing (O'Connell & Kung, 2022). In contrast, communication gaps can lead to misinterpretations, inefficiencies, and in some cases, catastrophic errors, especially in contexts where precision is paramount.

Empirically, the communication process is closely interwoven with organisational performance. A study by Kim and Cho (2021) on manufacturing firms highlighted that firms with robust communication processes showcased a significant enhancement in their performance metrics, including productivity, error rates, and overall operational efficiency. This observation is reinforced by Thompson et al. (2022), who elucidated that communication's role in quality control practices directly influences organisational outcomes, emphasizing its strategic significance in the manufacturing sector.

2.2.2.4 Continuous Improvement in Quality Control Practices

Continuous improvement in quality control practices has become a fundamental cornerstone for manufacturing firms in the modern era. At its core, continuous improvement pertains to an ongoing effort to improve products, services, or processes by making incremental enhancements over time (Sunder, 2016). This understanding resonates with Goetsch and Davis (2014) who similarly view continuous improvement as a systematic, sustained effort aimed at achieving better quality outcomes. The consensus among authors such as Ahire and Dreyfus (2015) and Anand et al. (2020) is that it is a proactive approach, ensuring the processes are regularly revisited, refined, and optimized to meet ever-evolving organisational goals.

Diving deeper into the concept, the elements and components of continuous improvement in quality control practices are manifold. They typically encompass principles such as process orientation, performance benchmarking, and feedback loops (Kumar & Suresh, 2018). Root cause analysis, which aids in diagnosing and rectifying the source of quality issues, is a core component (Lee et al., 2017). Additionally, iterative problem solving, as elucidated by Chung et al. (2019), is an intrinsic part of this improvement methodology, highlighting the iterative nature of enhancing processes based on feedback and results. Furthermore, a strong culture of organisational learning and adaptability is deemed essential, as it ensures that the organisation can adjust swiftly to insights derived from quality control practices (Wang & Chen, 2020).

In measuring continuous improvement in quality control practices, several indicators and metrics emerge. These often include lead times, defect rates, process efficiency, and customer satisfaction indices (Jiang et al., 2016). Moreover, the capacity to reduce waste and increase process value, as posited by Song and Wu (2018), serves as a pivotal measure. The frequency and effectiveness of review cycles, coupled with the engagement of employees in improvement initiatives, also serve as pivotal measures (Bhat & Rajashekhar, 2019).

Understanding the implications of continuous improvement in quality control practices, it is evident that such endeavours lead to reduced operational costs, elevated product quality, and enhanced customer satisfaction (Narasimhan & Schoenherr, 2020). On a broader spectrum, it cultivates a culture of adaptability and resilience, where organisations become adept at navigating change and uncertainties, thereby ensuring their sustained competitiveness (Yusr et al., 2020).

Empirically, there's a strong correlation between continuous improvement in quality control practices and organisational performance. Firms that have robust quality control mechanisms

tend to report higher efficiency, better market share, and improved profitability (Smith & Hawkins, 2021). A study by Oliveira and Ferreira (2022) further supports this, revealing that manufacturing firms employing rigorous continuous improvement methodologies outperform their counterparts in terms of productivity, revenue growth, and stakeholder satisfaction.

2.2.2.5 Regulatory Compliance

The notion of Regulatory Compliance, especially within the manufacturing sector, is pivotal in the discourse surrounding quality control and its impact on organisational performance. It is generally understood as the adherence to established guidelines, standards, or legislations related to an organisation's practices and products. Diverse scholars have delved into its intricacies. For instance, Pierce et al. (2017) define it as a firm's alignment with external legislative and regulatory mandates. Similarly, Schmidt and Keil (2015) perceive it as the mechanism to ensure that organisations do not deviate from stipulated protocols set by regulators. On integrating these perspectives, a congruent theme emerges wherein regulatory compliance is seen as the orchestrated efforts of an organisation to operate within the confines of set regulations, ensuring both their operations and outcomes meet approved standards.

In understanding its anatomy, several elements and components underpin regulatory compliance. The regulatory environment, emphasized by Gunningham and Kagan (2017), encompasses the myriad rules, standards, and laws that an organisation must follow. These could range from environmental guidelines, quality checks, safety protocols, to ethical stipulations. Then, there are compliance strategies, as suggested by Brown et al. (2018), which are the blueprint strategies developed by organisations to meet the said regulations. Another component is the monitoring and reporting mechanism. Smith (2019) posits that this system, integral to the compliance framework, is set up to ensure continuous alignment with standards, and to report any deviations, if they occur.

To gauge the effectiveness of Regulatory Compliance, certain measures have been promulgated by scholars. The frequency of audits, as proposed by Williams and Aguilera (2016), is a direct reflection of an organisation's adherence to regulations. Compliance training and awareness levels among employees, emphasized by Davis and Chong (2020), also serve as a pertinent measure. Furthermore, the incidence rate of non-compliance and subsequent penalties or sanctions can be a telling metric, as discussed by Chung and Beamish (2021).

The implications of Regulatory Compliance are manifold. On the positive side, consistent compliance can bolster an organisation's reputation, increase stakeholder trust, and provide a competitive edge, as noted by Kim and Zhang (2018). However, non-compliance or even perceived non-compliance can lead to legal penalties, operational disruptions, and erode stakeholder confidence, as highlighted by Larson and Chung (2022).

Empirically, the link between Regulatory Compliance and organisational performance has been substantiated by a slew of studies. A seminal study by Li and Tallman (2020) found that firms with stringent compliance mechanisms, on average, outperformed their peers in terms of operational efficiency, stakeholder trust, and financial returns. This is buttressed by findings from Thompson et al. (2021), which highlighted that manufacturing firms with consistent compliance records had better market valuations, signalling investor confidence and organisational robustness.

2.3 Theoretical Review

Various theories exist in relation to quality control practices and organisational performance; however, this study will be anchored on the Total Quality Management (TQM) Theory, Lean Manufacturing Theory, Six Sigma Theory, and Resource-Based View (RBV) of Quality.

2.3.1 Total Quality Management (TQM) Theory

This theory is a holistic organisational approach that seeks to enhance the quality of products and services through ongoing refinements, taking into account continuous feedback from all stakeholders. It originated in the post-World War II era, largely attributed to quality experts such as Deming, Juran, and Crosby, who focused on statistical control processes and management strategies for enhancing product quality (Goetsch & Davis, 2014).

In the realm of academic discourse, TQM encompasses a broad spectrum of practices. It emphasizes the participation of all employees, from top management to the operational level, in improving processes, products, services, and the organisational culture (Sousa & Voss, 2002). Various authors have expanded on different aspects of TQM. For instance, Oakland (2014) describes TQM as a strategic tool, focusing on its alignment with organisational objectives, while Benzaquen (2015) explores the importance of customer-focused strategies in TQM. Powell (1995) critically points out that not all TQM practices might lead to improved performance. Similarly, Dean and Bowen (1994), Terziovski and Samson (1999), and Brah et al. (2000) discuss the varied effects of TQM on innovation, organisational culture, and employee involvement, respectively. Detert et al. (2000) argue that TQM's success largely depends on the extent to which its practices are integrated into everyday operations. On the other hand, Prajogo and Sohal (2006) focus on TQM's alignment with other management strategies, suggesting that its effectiveness could be influenced by complementary practices.

The relevance of TQM in the context of quality control practices and organisational performance cannot be understated. In an increasingly competitive global market, organisations must continuously improve their processes to stay relevant and competitive. TQM provides a framework that encourages continuous improvement, thus aligning with the dynamics of quality control (Kaynak, 2003). Sadikoglu and Olcay (2014) found that TQM practices directly and positively affect both innovation performance and operational

performance. It is therefore clear that when TQM is implemented appropriately, it can serve as a strategic tool to enhance both the effectiveness and efficiency of quality control practices.

TQM implication on the effect of quality control practices on organisational performance is evident in various studies. For instance, Easton and Jarrell (1998) highlighted a positive correlation between TQM adoption and improved financial performance. Moreover, Sila and Ebrahimpour (2003) emphasized that TQM practices, such as employee training and customer focus, are significant predictors of organisational performance. Further supporting this claim, Talib et al. (2010) conducted an empirical study revealing that quality control practices under the umbrella of TQM directly lead to enhanced business performance and customer satisfaction.

2.3.2 Lean Manufacturing Theory

Lean Manufacturing Theory, often credited to Toyota Production System, proposes the elimination of all non-value-added processes in a system, ensuring a continuous flow (Womack et al., 1990). This approach, in the past few decades, has become the bedrock for several manufacturing setups. Embracing the principles of continuous improvement, waste reduction, and customer-centricity, the theory has gained significant traction in the academic and industrial communities (Holweg, 2007).

Lean Manufacturing Theory encompasses various principles and practices that advocate for an efficient and waste-free manufacturing process. Liker and Hoseus (2016) have indicated that standardisation is crucial for eliminating variability and ensuring predictable outcomes. Bortolotti et al. (2015) postulate that Lean practices, when properly implemented, can lead to significant improvements in operational performance. Spear (2016) advocates for the inculcation of a learning culture, where regular reflection and problem-solving become normative behaviours. Additionally, Netland (2016) emphasized the importance of Lean

leadership and its role in sustaining Lean initiatives. Furthermore, researchers such as Fullerton et al. (2016), Tortorella and Vergara (2016), and Shah and Ward (2007) concur on the holistic nature of Lean, stressing that its successful application demands consideration of the whole system rather than isolated processes. However, as Anvari et al. (2018) point out, Lean is not a one-size-fits-all solution, and its effectiveness can vary depending on the organisational context and implementation strategy.

Regarding its relevance to the study, Lean Manufacturing Theory offers valuable insights into the domain of quality control practices. By emphasizing waste elimination and promoting a culture of continuous improvement, Lean inherently supports the enhancement of quality in every process (Shingo & Dillon, 2019). Moreover, as Jasti and Kodali (2015) argue, Lean's principles, such as 'jidoka' (autonomation with a human touch), intrinsically relate to quality control as they emphasize immediate identification and correction of defects. Given that Lean aims at maximizing customer value (Puvanasvaran et al., 2016), the theory's relevance to the study is highlighted as its practices, when adhered to, can drastically reduce defect rates and enhance product quality, leading to improved organisational performance (Pettersen, 2009).

Discussing Lean Manufacturing Theory in relation to the effect of quality control practices on organisational performance, it becomes apparent that Lean's principles are synergistic to enhancing quality. Womack and Jones (2016) reiterate that by adopting Lean, firms can reduce defects, decrease lead times, and improve overall product and service quality. Moreover, as Singh et al. (2020) suggest, a Lean-driven quality control approach can lead to substantial cost savings, operational efficiencies, and enhanced customer satisfaction, all of which significantly influence an organisation's bottom line. Thus, by embracing the Lean philosophy and integrating its principles into quality control practices, organisations stand to reap significant performance benefits.

2.3.3 Six Sigma Theory

The Six Sigma Theory, developed by Bill Smith at Motorola in the mid-1980s, is a data-driven approach to business process improvement aimed at achieving near-perfect outcomes (Snee, 2010). Originating from the context of manufacturing quality control, the theory has since transcended its roots to become a standardised approach to process and quality management in varied industries. Its emphasis on reducing variability and improving process capabilities has led to both acclaim and criticism (Pyzdek & Keller, 2014).

The core of the Six Sigma methodology involves the DMAIC (Define, Measure, Analyse, Improve, Control) process, which is geared towards continuous improvement (De Koning et al., 2016). Central to the theory is the belief that any process can be measured, analysed, improved, and controlled (Schroeder et al., 2008). Some scholars, such as Antony and Banuelas (2002), argue that Six Sigma's statistical-driven methodology offers a structured approach to problem-solving, while others like Hahn et al. (1999) and Pande and Holpp (2002) emphasize its role in reducing process variability. Conversely, criticisms arise from its overly quantitative focus which might obscure other qualitative factors important for quality control, as highlighted by Tennant (2001) and McAdam and Lafferty (2004). Furthermore, Goh (2002) and Chakrabarty and Tan (2007) have raised concerns about its adaptability across different organisational cultures and sectors.

In the context of the research topic, the relevance of Six Sigma lies in its established framework for quality control. The theory's heavy emphasis on statistical measures provides an empirical foundation for evaluating and controlling the quality of processes, making it appealing for empirical studies on quality control practices (Laureani & Antony, 2018). Moreover, as stated by Snee (2010), its holistic approach considers both strategic and operational aspects, ensuring that quality improvements align with overall business objectives. However, its relevance also depends on the specific industry, size of the organisation, and the

prevailing organisational culture, as its stringent measures might not be feasible or relevant in all contexts (Coronado & Antony, 2002).

Regarding the effect of quality control practices on organisational performance, Six Sigma, as a structured and data-driven methodology, has demonstrated significant potential in driving performance improvements (Sunder, 2016). By focusing on reducing variability and defects, organisations can realize enhanced product quality, reduced costs, and improved customer satisfaction, leading to improved overall performance (Pepper & Spedding, 2010). However, as highlighted by Linderman et al. (2003), the success of Six Sigma in enhancing organisational performance is contingent upon its alignment with the organisation's strategic objectives, leadership commitment, and the integration of its principles into the organisational culture.

2.3.4 Resource-Based View (RBV) of Quality

The Resource-Based View (RBV) is a strategic management framework that underscores the importance of a firm's internal resources as crucial determinants of competitive advantage and performance. Initially proposed by Wernerfelt in his seminal work (1984), this theory suggests that firms achieve and sustain competitive advantage by deploying valuable, rare, inimitable, and non-substitutable resources and capabilities (Barney, 1991).

The essence of RBV is rooted in the argument that it's not just the external market environment but also the internal resources that play a decisive role in shaping a firm's strategic potential (Peteraf, 1993). Over time, several authors have delved deep into RBV, highlighting different dimensions. For instance, Hitt et al. (2016) emphasized the firm's ability to combine resources to achieve superior performance. Grant (2016) opined that a firm's capacity to mobilize its resources is a central premise of RBV. Meanwhile, Teece (2017) accentuated the importance of dynamic capabilities in reconfiguring resources. Other

authors like Collis (2015), Newbert (2017), and Fainshmidt et al. (2016) further enhanced our understanding by focusing on the heterogeneity of resources, time-dependent value of resources, and the institutional environment's influence, respectively.

In relation to the research topic, RBV's dynamics align well with understanding the role of quality control practices in organisational outcomes. A firm's commitment to quality control can be viewed as a strategic resource, especially in industries where quality is a major differentiator (Kozlenkova et al., 2014). Moreover, as discussed by Sirmon and Hitt (2015), it's not merely the possession but the effective management of these quality-related resources that's crucial. In contexts where quality control practices are deemed valuable and rare, they can engender significant competitive advantages, potentially resulting in superior organisational performance (Hafeez et al., 2019).

Addressing the direct effect of quality control practices on organisational performance through the lens of RBV, one could argue that these practices, when unique and difficult for competitors to emulate, can act as strategic assets (Amit & Schoemaker, 2016). These practices, in tandem with organisational culture and other internal resources, could lead to enhanced product or service reliability, fewer recalls or defects, and enhanced customer trust (Wang & Ahmed, 2019). Ultimately, as implied by RBV, the extent to which quality control practices contribute to organisational performance may be contingent on the effective leveraging and management of these resource-based capabilities (Barney et al., 2019).

2.4 Empirical Review

Pambreni, Khatibi, Azam and Tham (2019) studied how total quality management (TQM) affects how well Small and Medium Enterprises (SMEs) in the service sector in Selangor, Malaysia perform. TQM has four important parts: focusing on customers, always getting better, being based on strategy, and involving all employees. These things are important for

how well an organization does. We collected important information from 350 small business owners in Selangor, Malaysia who work in the service industry. We used a questionnaire to gather this information. In this study, we used a software called SPSS 23 to analyze data using multiple linear regression. All the ideas matched the model and showed that TQM has a good effect on how well the organization performs. The study showed that focusing on the customer, always trying to get better, aligning with the organization's strategy, and involving employees have a good and important impact on how well the organization does.

Shafiq, Lasrado, and Hafeez (2019) studied how TQM affects how well a company does in a developing country in South Asia. Information was gathered from the companies that are part of the All Pakistan Textile Mills Association by asking them questions on a form. We sent surveys to 210 textile companies and the people who answered were managers in charge of quality or production. Researchers used structural equation modelling to study how TQM practices impact how well an organization performs. The study shows that using Total Quality Management (TQM) helps organizations perform better. These results agree with the idea that TQM can improve how well a company does, not just in developed countries, but in other places too.

Alzoubi and Ahmed (2019) studied how using total quality management in the electronic industry in the United Arab Emirates can lead to success for a company. They looked at 50 different companies in 2016-17. The research shows that TQM practices help organizations to be successful. The exercise results were found using methods like regression and correlation, which are consistent with other studies in the field. This proves that TQM is a useful tool for success in businesses and organizations, especially in the electronics industry in the UAE, where there is global competition. This calls for management to prioritize quality and commit to TQM.

The method we used is based on a study where we asked people questions using a survey. The survey is given to some parts of a big shipping company in Jordan. Study has found that using TQM methods is linked to better organization performance. Continuous improvement practice is especially beneficial.

Information is gathered from companies that make things in Cameroon. Variables for Total Quality Management (TQM) include: leadership commitment, quality control, employee training, customer focus, and using benchmarking to improve product quality. We measure how well a company is doing by looking at how happy the customers are, how much the company helps society, how much money it saves, and how happy the employees are. They did a bunch of tests to see how different factors like TQM affected how well the organization performed. Their findings revealed that only job training and empowerment have a big effect on making money and being socially responsible. Also, the commitment of leaders, controlling quality, and inspecting things have a big effect on lowering costs.

Delić and his team found out how quality management affects how well a company does in uncertain markets. The research was done in Serbia, with 160 official organizations taking part. The research was done using opinions from quality managers. Researchers used a method called structural equation modelling to study how different aspects of quality management are related to how well an organization performs. The study shows that if the leaders of organizations have problems, it can affect other parts of the organization too.

Antunes, Quirós and Justino (2018) looked at how total quality management (TQM) and quality certification relate to each other. They wanted to see if TQM practices are necessary before getting quality certification in organizations, and how they affect the organization's performance. We got the information from a survey that we sent to small and medium-sized companies in Portugal. We based our study on the answers we got from 287 completed

surveys. The research shows that companies with a certification follow TQM practices. But having a certification doesn't necessarily mean they make more money. It just helps them run their operations better. Additionally, the research showed that when organizations use TQM practices, it helps them perform better in their day-to-day tasks and also helps them make more money.

Al-Dhaafri and Al-Swidi (2016) studied how being creative and focused on quality can improve how well a company does. To test the idea in the study, we used a survey with questions. The information was gathered from Dubai's police departments. We gave out 320 surveys, but only got back 111 that we could use. We used a method called Structural Equation Modeling with Partial Least Squares. The data showed that being innovative and focusing on quality can make a company perform better.

Jamaluddin, Razali, and Mustafa (2015) studied how the way businesses in Malaysia make their products and manage their operations affects how well they do. This study creates a framework for how quality management practices affect how well a company is doing. It looks at different factors that contribute to this, like how the manufacturing process works and the different aspects of quality. 11 different ideas were suggested to see how the six things - management commitment, training, process management, quality tools, continuous improvement, and organizational performance - are related to each other. The model was studied using a method called Structural Equation Modeling (SEM) with a software called AMOS version 18. 0We used a technique called Maximum Likelihood (ML) to estimate the results. 480 surveys were handed out, and 210 surveys were usable for studying. The analysis using ML estimation showed that the QMPs and organisational performance model for the manufacturing industry fits well. The study discovered that when the boss is committed, it affects how employees are trained and how processes are managed. Also, the training really helped improve the quality tools, process management, and continuous improvement. Also,

the tools that are used to make sure things are good have a big impact on how we do things and how we make things better all the time. Similarly, the way things are done also has a big effect on making things better all the time. Furthermore, making things better all the time has a big effect on how well the organization does. However, the study also found that there is no important connection between how much the managers are committed and the use of quality tools, and between manager commitment and making continuous improvements.

Faeq, Garanti, and Sadq (2021) studied how using Total Quality Management can affect how well a construction company does in Sulaymaniyah City, Kurdistan Region, Iraq. They looked at things like how the managers lead, how employees work together, how they manage suppliers, how they design projects, how they train their staff, how they track quality, how they manage their processes, how they make improvements, and how they focus on customers. To do this study, we collected information directly from (106) leaders, department heads, managers, and supervisors using a survey. We looked at the information we got using special computer programs like SPSS and SEM to see what it means. The study found that following all the rules of making things better at a construction company can really help the company do better.

In 2021, Ayodeji, Emmanuel and Olajiire studied how total quality management (TQM) affected how well First Bank Plc performed from 2010 to 2019. They got information from the bank, its yearly financial reports, and from employees in Ondo State. We made a survey and asked 196 people who work at the bank or are customers to answer questions using a 5-point scale. We did this in three areas of the state. We looked at the information using numbers to describe it, and we also looked at how the information is related and how it can be used to make predictions. Three ideas were tested using statistics and a computer program. The study shows that there is a strong connection between how involved employees are, teamwork, and trust at First Bank Plc and how well the company performs in non-financial

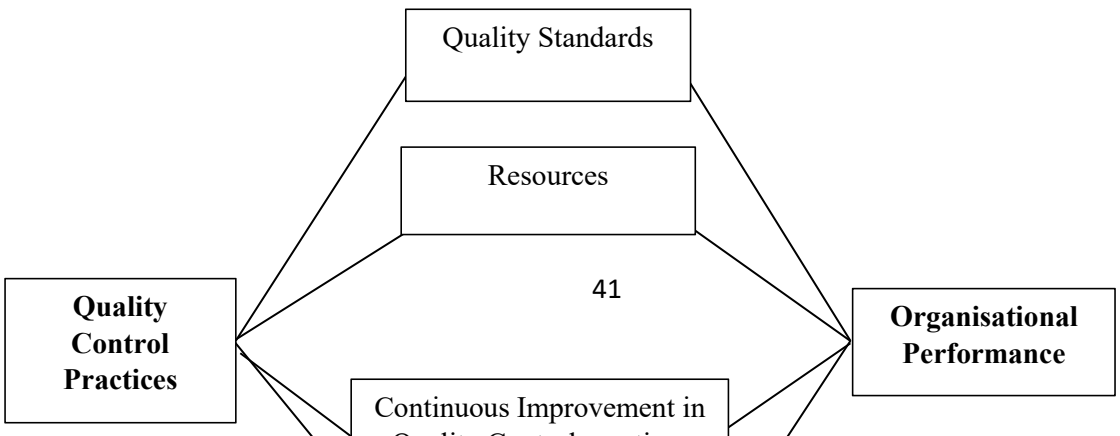
areas. First Bank improved by training staff in TQM, which led to higher market share. Teamwork and job commitment also improved due to TQM. Leadership and employee involvement also improved the bank's performance.

Cebekhulu and Ozor (2022) looked at how businesses use quality management and ERP systems and studied how the culture of a company affects how well it performs. The study looked at twenty-one government organizations in South Africa. We used Structural Equation Modelling to test our research ideas.

2.5 Conceptual Framework

The conceptual framework of this study is based on five independent variables namely: quality standard, resources, communication processes, continuous improvement in quality control practices, and regulatory compliance as well as their effect on organisational performance which is the dependent variable. The influence of the independent variables on the dependent variable is illustrated in figure 2.1 below.

Figure 2.1 Framework for the Study



Source: Author's Conceptual Framework, (2023) Construction

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter contains detailed description of the research design, study population, sampling size and sampling technique, operationalization and measurement of variables, research instrument, validity and reliability of the instrument, sources of data as well as method of data analysis.

3.2 Research Design

This research will utilize two different research methods: one to observe and the other to clarify. It will use a survey to gather information at one point in time. Descriptive research design helps the researcher see what a group of people is like and check if their ideas are true. Also, the researcher cannot change the variables to prevent bias. The explanatory research design tries to find out why things are related and looks at how one thing causes another. According to Zikmund (2003), surveys are a fast and accurate way to gather information if they are done well. A survey tries to measure things that happen in society.

3.3 The Population of the Study

The population for the study is employees and managers of manufacturing firms in Benin metropolis. The selected manufacturing firms include Freedom Group, Okomu Oil Palm Company Plc., Resin Plastic Industry Ltd, Cowrie Paints Limited, Bees Industries Limited, Jimah Yusuf Pharm Industries Ltd, Silva Hill Pharma Ltd, and Double Design Paints.

3.4 Sample Size and Sampling Techniques

The survey will involve 200 employees and managers from manufacturing companies in Benin City, Edo state.According to Dilman (2000) and Hill, Briely, and Macdougall (2013), the study met the requirement for an adequate representation of the population or subject by

having enough participants. This research used a method called simple random sampling. This means that every part of the group being studied had an equal chance of being chosen.

3.5 Operationalization and Measurement of Variables

The dependent variable in this study was organisational performance whereas quality control practices were the independent variables. Table 3.1 presented a description of the six study variables and how they were operationalized.

Table 3.1: Operationalization and Measurement of Variables

Variable	Nature	Operationalization	Measurement Criteria in Questionnaire
Quality Standards	Independent variable	The established criteria and benchmarks that serve as a reference to assess and ensure the consistent level of quality in products or services.	Section B Items on a 1-5 scale
Resources	Independent variable	The personnel, materials, equipment, and facilities essential for ensuring product or service quality.	Section B Items on a 1-5 scale
Communication processes	Independent variable	The systematic methods and channels through which information is exchanged and shared among team members and stakeholders to ensure consistent understanding and coordination in achieving quality standards.	Section B Items on a 1-5 scale
Continuous improvement	Independent variable	The ongoing process of identifying and implementing incremental enhancements to processes, products, or systems to consistently achieve higher levels of quality and efficiency.	Section B Items on a 1-5 scale

Regulatory compliance	Independent Variable	Adhering to established laws, standards, and regulations relevant to a particular industry or product to ensure that processes and products meet the required legal and quality standards.	Section B Items on a 1-5 scale
Organisational Performance	Dependent Variable	Achievement of a firm's immediate objectives	Section B Aggregated index of 1–5-point scale
		Optimal transformation activities of inputs into outputs	
		Ability to meet the needs and gain the support of its priority stakeholders	
		The ability of an organisation to raise the funds required to meet its functional requirements	

Source: Authors' Compilation (2022)

3.6 Data Collection Instruments

Primary data will be collected using self-administered questionnaires. The questionnaires will be used to explore the selected respondents' observations, views and opinions on the variables under study. This method was preferred because of the technical nature of items in the scale and the need to ensure reliability of responses from the respondents. The questionnaires will be divided into two sections to obtain information covering various aspects of the study. Section A will cover demographic characteristics of the respondents. Section B will cover quality control practices including quality standards, resources, communication processes, continuous environment and regulatory compliance, as well as the dependent variable (organisational performance).

3.7 Validity and Reliability of Research Instruments

The study evaluated both the validity and reliability of the data collection instrument.

3.7.1 Validity of Research Instruments

The validity of the instrument (questionnaires) was affirmed by the researchers' supervisor who is an expert in the field of management. His opinion, suggestions and recommendation were used to produce the final instrument.

3.7.2 Reliability of Research Instruments

We will measure how reliable the research tool is by using Cronbach's Alpha. Cronbach's Alpha tells us how well the items in a group are related to each other. Some individuals claim that a 0.70 is equivalent to nothing. Reliability level is suitable for predictor tests or measures of a concept. (Ehlers, 2000) - According to the research by Ehlers in the year 2000. It is suggested to use at least 0. 70 for trying new things and 0. 90 for more difficult work. Cooper and Schindler (2003) said that if the Cronbach's alpha value is higher than 0. 50, it means the test is reliable. Muathe (2010) also used the same limit. The study will use 0. 50 to show how reliable the research tools are.

3.8 Data Collection Procedures

Questionnaires will be administered by the researcher. Two hundred (200) questionnaires will be distributed to employees' and managers of the selected manufacturing firms. The filled responses were picked later within a specified time from the concerned officials. Data collected was sorted and collated for analysis and subsequent presentation.

3.9 Method of Data Analysis

Descriptive statistics such as mean scores, standard deviations, percentages, and frequency distribution were computed to describe the characteristics of the

variables of interest in the study. Descriptive statistics provided the basic features of the data collected on the variables under study and provide the impetus for conducting further analysis on the data (Mugenda, 2008). SPSS version 20.0 was used to aid in data analysis and the results will be presented in form of tables for easy understanding and interpretation. To establish the nature and magnitude of the relationships between the variables and to test the hypothesized relationships, this study applied inferential statistics. The appropriate test applied will be multiple regression analysis. The research hypothesis is tested at 95% level of confidence.

CHAPTER FOUR

DATA PRESENTATION AND INTERPRETATION OF ANALYSIS

4.1 Introduction

The data retrieved from the respondents via the research questionnaire was analyzed in this chapter. The data collected was analysed using SPSS version 20.0 and descriptive statistics was used to present the results while regression test was employed to make findings on the research hypotheses. The study targeted a sample of two hundred respondents (200) respondents, in which a total of 200 questionnaires were distributed and same number (200) of questionnaires was completely filled, retrieved, cleaned and used for this study. This therefore indicated that approximately 100.0% response rate was achieved for this study.

4.2 Demographic Profile of the Respondents

This section presents the demographic profile of the respondents

Table 4.1: Demographic Profile of the Respondents

S/NO	Categories	Frequency	Percentage (%)
1	**GENDER:**		
	Male	84	42.0
	Female	116	58.0
	Total	**200**	**100.0**
2	**AGE:**		
	20-30years	48	24.0
	31-40years	60	30.0
	41-50years	76	38.0
	51years and above	16	8.0
	Total	**200**	**100.0**
3	**MARITAL STATUS:**		
	Single	44	22.0
	Married	156	78.0
	Others	-	-
	Total	**200**	**100.0**
4	**EDUCATIONAL QUALIFICATION:**		
	ND	8	4.0
	HND/B.SC	144	72.0
	MASTERS	48	24.0
	PhD	-	-
	Total	**200**	**100.0**

5	**NUMBER OF YEARS IN SERVICE:**		
	0- 5years	52	26.0
	6-10years	112	56.0
	11years to 20 years	28	14.0
	21years and above	8	4.0
	Total	**200**	**100.0**

Source: Researcher's Fieldwork (2023)

Gender

In terms of the sex of the respondents, the above table shows that majority of the respondents were female. This category of respondent's accounts for 116(58.0%) of the total respondents while 84 (42.0%) are males.

Age Range

On the age range distribution of the respondents, table 4.1 indicates that most of the respondents are aged between 41-50years. This category of respondent's accounts for 76 (38.0%) of the total respondents while 48 (24.0%) are aged between 20-30years, 60 (30.0%) are aged between 31-40years and 16 (8.0%) are aged between 51years and above.

Marital Status

On the marital status category, table 4.1 shows that majority of the respondents are single. This category of respondent's accounts for 156 (78.0%) of the total respondents while 44 (22.0%) are married and none belonged to the category "others".

Educational Qualification

On the category of educational qualification, table 4.1 indicates that majority of the respondents are HND/B.sc holders. This category accounts for 144 (72.0%) of the total respondents while 8 (4.0%) are ND holders, and 48 (24.0%) are MASTERS holders.

Number of Years in Service

On the issue of tenure, table 4.1 shows that majority of the respondents have worked in the institution for between 6-10 years. This category of respondent's accounts for 112 (56.0%) of

the total respondents while 52 (26.0%) of the respondents have worked in the institution for between 0-5years, 28(14.0%) have worked in the institution for between 11-20years and 8 (4.0%) have worked in the institution for 21years and above.

4.3 Descriptive Statistics

This section presents the descriptive (Frequency, percentage and mean) of respondents' responses to statements on the research instrument (Questionnaire).

Table 4.2: Quality Standards

S/N	STATEMENTS	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean
1	The organisation maintains rigorous quality benchmarks.	110 (55.0)	42 (21.0)	16 (8.0)	18 (9.0)	14 (7.0)	4.12
2	Quality is a top priority in our manufacturing processes.	98 (49.0)	22 (11.0)	14 (7.0)	38 (19.0)	28 (14.0)	3.65
3	Organisation adhere to strict quality criteria throughout production.	114 (57.0)	20 (10.0)	26 (13.0)	22 (11.0)	18 (9.0)	4.06
4	The quality control practices are in line with industry standards.	132 (66.0)	10 (5.0)	26 (13.0)	18 (9.0)	14 (7.0)	4.12
5	The organisation consistently meets or exceed quality expectations.	144 (72.0)	44 (22.0)	24 (6.0)	- (-)	- (-)	4.70
	Overall mean (Grand mean)						**4.13**

Source: Researcher's Fieldwork (2023)

From Table 4.2, majority of the respondents' agreed 152 (76.0%) with the statement that the organisation maintains rigorous quality benchmarks with a mean score of 4.12 while majority of them 120 (60.0%) also agreed with the statement that quality is a top priority in our manufacturing processes. with a mean score of 3.65. Also, there was unanimous agreement 134 (67.0%) on the statement "Organisation adhere to strict quality criteria throughout production" with a mean score of 4.06. Similarly, majority of the respondents 142 (71.0%) agreed with the statement that the quality control practices are in line with industry standards with a mean score of 4.12. Finally, majority of the respondents 188 (94.0%) agreed with the statement that the organisation consistently meet or exceed quality expectations with a mean

score of 4.70. The overall mean score of 4.13 indicates that majority of the respondents agreed with the items in Table 4.2.

Table 4.3: Resources

S/N	STATEMENTS	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean
6	The allocation of financial assets in the organisation enhances its ability to implement quality control effectively.	94 (47.0)	18 (9.0)	22 (11.0)	64 (32.0)	2 (1.0)	3.42
7	The organisation invests sufficiently in training and development to enhance the skills of our workforce.	42 (21.0)	58 (29.0)	14 (7.0)	22 (11.0)	64 (32.0)	2.96
8	The organisation has access to state-of-the-art technology and equipment to support our quality control efforts.	52 (26.0)	48 (24.0)	22 (11.0)	40 (20.0)	38 (19.0)	3.46
9	Adequate time and attention are dedicated to quality control activities in the manufacturing processes.	38 (19.0)	34 (17.0)	46 (23.0)	32 (26.0)	50 (35.0)	2.94
10	The organisation provides the necessary support and resources to address quality control issues promptly.	58 (29.0)	50 (25.0)	14 (7.0)	40 (20.0)	38 (19.0)	3.25
	Overall mean (Grand mean)						**3.21**

Source: Researcher's Fieldwork (2023)

From Table 4.3 above, majority of the respondents' agreed 112 (56.0%) with the statement that the allocation of financial assets in the organisation enhances its ability to implement quality control effectively with a mean score of 3.42. Furthermore, majority of the respondents 100 (50.0%) agreed with the statement "The organisation invests sufficiently in training and development to enhance the skills of our workforce" with a mean score of 2.96 while majority of them 100 (50.0%) also agreed with the statement that the organisation have access to state-of-the-art technology and equipment to support our quality control efforts with a mean score of 3.46. Meanwhile, majority of the respondents 82 (41.0%) disagreed with the statement that adequate time and attention are dedicated to quality control activities in the manufacturing processes with a mean score of 2.94. Finally, majority of the respondents 108 (54.0%) agreed with the statement that the organisation provides the necessary support and resources to address quality control issues promptly with a mean score of 3.25. The overall

mean score of 3.21 indicates that majority of the respondents agreed with most of the items in Table 4.3.

Table 4.4: Communication Processes

S/N	STATEMENTS	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean
11	The flow of information within the organisation is smooth and efficient.	138 (69.0)	28 (14.0)	20 (10.0)	14 (7.0)	- (-)	4.68
12	Information sharing among different departments is effective.	126 (63.0)	28 (14.0)	36 (18.0)	8 (4.0)	2 (1.0)	4.42
13	Employees have access to the necessary information to perform their tasks effectively.	144 (72.0)	44 (12.0)	12 (13.0)	- (-)	- (-)	4.70
14	The organisation encourages open and transparent communication.	162 (81.0)	10 (5.0)	8 (4.0)	- (-)	- (-)	4.76
15	Team members are able to express their opinions and ideas freely.	38 (19.0)	34 (17.0)	46 (23.0)	32 (16.0)	50 (25.0)	2.94
	Overall mean (Grand mean)						**4.3**

Source: Researcher's Fieldwork (2023)

From Table 4.4, majority of the respondents' agreed 166 (83.0%) with the statement that the flow of information within the organisation is smooth and efficient with a mean score of 4.68 while majority of them 154 (77.0%) also agreed with the statement that information sharing among different departments is effective with a mean score of 4.42. Also, there was unanimous agreement 188 (94.0%) on the statement "Employees have access to the necessary information to perform their tasks effectively" with a mean score of 4.70. Meanwhile, majority of the respondents 172 (86.0%) agreed with the statement that the organisation encourages open and transparent communication with a mean score of 4.76. Finally, majority of the respondents 82 (41.0%) disagreed with the statement that team members are able to express their opinions and ideas freely with a mean score of 2.94. The overall mean score of 4.3 indicates that majority of the respondents agreed with the items in Table 4.4.

Table 4.5: Continuous Improvement

S/N	STATEMENTS	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean
16	The organisation actively seeks ways to enhance product and process quality.	130 (65.0)	28 (14.0)	42 (21.0)	- (-)	- (-)	4.12
17	The organisation regularly identifies areas for improvement in our manufacturing processes.	114 (57.0)	34 (17.0)	36 (18.0)	16 (8.0)	- (-)	3.68
18	Continuous refinement of the organisation's production methods is a priority.	62 (31.0)	40 (20.0)	8 (4.0)	56 (28.0)	34 (17.0)	3.26
19	Efforts are made to reduce defects and errors in our products.	158 (79.0)	30 (15.0)	12 (6.0)	- (-)	- (-)	4.86
20	The organisation encourages employees to suggest process improvements.	54 (27.0)	34 (17.0)	46 (23.0)	32 (16.0)	34 (17.0)	3.56
	Overall mean (Grand mean)						**3.90**

Source: Researcher's Fieldwork (2023)

From Table 4.5, majority of the respondents' agreed 158 (79.0%) with the statement that the organisation actively seeks ways to enhance product and process quality with a mean score of 4.12 while majority of them 148 (74.0%) also agreed with the statement that the organisation regularly identify areas for improvement in our manufacturing processes with a mean score of 3.68. Furthermore, there was unanimous agreement 102 (51.0%) on the statement "continuous refinement of the organisation's production methods is a priority" with a mean score of 3.26. Meanwhile, majority of the respondents 188 (94.0%) agreed with the statement that efforts are made to reduce defects and errors in our products with a mean score of 4.86. Finally, majority of the respondents 88 (44.0%) agreed with the statement that the organisation encourages employees to suggest process improvements with a mean score of 3.56. The overall mean score of 3.90 indicates that majority of the respondents agreed with the items in Table 4.5.

Table 4.6: Regulatory Compliance

S/N	STATEMENTS	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean
21	The organisation strictly adheres to industry standards and guidelines.	104 (52.0)	34 (17.0)	24 (12.0)	24 (12.0)	14 (7.0)	3.82
22	The quality control processes prioritize meeting legal requirements.	54 (27.0)	34 (17.0)	46 (23.0)	32 (16.0)	34 (17.0)	3.56
23	The organisation consistently evaluates and adjust its practices to stay in line with external regulations.	82 (21.0)	46 (23.0)	18 (9.0)	34 (17.0)	20 (30.0)	3.88
24	The organisation quality control procedures consider the impact on its industry's reputation.	130 (65.0)	56 (28.0)	14 (7.0)	- (-)	- (-)	4.78
25	Employees receive training on compliance-related matters as part of their onboarding.	126 (63.0)	28 (14.0)	36 (18.0)	8 (4.0)	2 (1.0)	4.42
	Overall mean (Grand mean)						**4.09**

Source: Researcher's Fieldwork (2023)

From Table 4.6, majority of the respondents' agreed 138 (69.0%) with the statement that the organisation strictly adheres to industry standards and guidelines with a mean score of 3.82 while majority of them 88 (44.0%) also agreed with the statement that the quality control processes prioritize meeting legal requirements with a mean score of 3.56. Furthermore, there was unanimous agreement 128 (64.0%) on the statement "The organisation consistently evaluate and adjust its practices to stay in line with external regulations" with a mean score of 3.88. Meanwhile, majority of the respondents 186(93.0%) agreed with the statement that the organisation quality control procedures consider the impact on its industry's reputation with a mean score of 4.78. Finally, majority of the respondents 154 (77.0%) agreed with the statement that employees receive training on compliance-related matters as part of their onboarding with a mean score of 4.42. The overall mean score of 4.09 indicates that majority of the respondents agreed with the items in Table 4.6.

Table 4.7: Organisational Performance

S/N	STATEMENTS	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean
26	The organisation achieves its annual objectives	98 (49.0)	22 (11.0)	14 (7.0)	38 (19.0)	28 (14.0)	3.65
27	The organisation aggressively introduces new products	114 (57.0)	20 (10.0)	26 (13.0)	22 (11.0)	18 (9.0)	4.06
28	The organisation responds to customers complain in a timely manner	132 (66.0)	10 (5.0)	26 (13.0)	18 (9.0)	14 (7.0)	4.12
29	The organisation makes optimal use of its financial resources.	104 (52.0)	34 (17.0)	24 (12.0)	24 (12.0)	14 (7.0)	3.82
30	The organisation compares progress made in the organisation from time to time.	68 (34.0)	56 (28.0)	18 (9.0)	24 (12.0)	34 (17.0)	3.5
	Overall mean (Grand mean)						**3.83**

Source: Researcher's Fieldwork (2023)

From Table 4.7, majority of the respondents' 120 (60.0%) agreed with the statement that the organisation achieves its annual objectives with a mean score of 3.65. Also, there was unanimous agreement 134 (67.0%) on the statement "The organisation aggressively introduces new products" with a mean score of 4.06. Similarly, majority of the respondents 142 (71.0%) agreed with the statement that the organisation responds to customers complain in a timely manner with a mean score of 4.12. Furthermore, majority of the respondents 138 (69.0%) agreed with the statement that the organisation makes optimal use of its financial resources with a mean score of 3.82. Finally, majority of the respondents 124(62.0%) agreed with the statement that the organisation compares progress made in the organisation from time to time with a mean score of 3.5. The overall mean score of 3.83 indicates that majority of the respondents agreed with the items in Table 4.7.

4.4 Correlation Analysis

The correlation results shed some light on the nature and direction of the relationship between the dependent and independent variables. Although the correlation coefficient does not imply

functional dependence between the variables, it is a good starting point for investigating the degree and direction of the relationship between the variables. The findings are presented and discussed further below:

Table 4.8: Correlation Analysis

Covariance Analysis: Ordinary
Date: 28/10/23 Time: 09:51
Sample: 0001 0200
Included observations: 200

Correlation t-Statistic Probability	ORGP	QSTAN	RES	COMP	CIMP	REGC
ORGP	1.000000 ----- -----					
QSTAN	-0.317601 -6.468828 0.0000	1.000000 ----- -----				
RES	0.191749 3.773316 0.0002	0.362571 7.513658 0.0000	1.000000 ----- -----			
COMP	0.247008 4.923072 0.0000	0.303557 6.152993 0.0000	0.375963 7.835948 0.0000	1.000000 ----- -----		
CIMP	0.261658 5.235868 0.0000	0.217573 4.305172 0.0000	0.310112 6.299829 0.0000	0.510493 11.46584 0.0000	1.000000 ----- -----	
REGC	0.168381 3.299083 0.0011	0.176031 3.453646 0.0006	0.315300 6.416755 0.0000	0.461360 10.04306 0.0000	0.649304 16.48873 0.0000	1.000000 ----- -----

Source: Author's Estimation from EViews 10, 2023.

As seen, ORGP was positively correlated with QSTAN (r= 0.3176, p=0.0000), implying that increased quality standard was associated with higher organisational performance, which is significant at 5%. There was also a positive correlation between ORGP and RES (r= 0.1917,

p=0.0002), implying that increased resources management was associated with improved organisational performance, and this relationship is also significant at 5%. ORGP was also positively correlated with COMP (r= 0.2470, p=0.0000), implying that increases in communication processes were associated with higher organisational performance, which was statistically significant at 5%. Similarly, in the case of CIMP, a positive correlation with ORGP (r=0.2617, p=0.0000) was observed, implying that increases in continuous improvement is associated with higher organisational performance, which is significant at 5%. Finally, ORGP was found to be positively correlated with REGC (r= 0.1684, p=0.0011), which is statistically significant at 5%.

Furthermore, none of the variables have a coefficient value greater than 0.80, indicating the presence of a multicollinearity problem, which denotes a situation in which some of the explanatory variables in a model are correlated, limiting and altering the efficiency of the regression results. However, we would perform a Variance Inflator Factor Test to confirm the existence of a multicollinearity problem.

4.5 Regression Analysis/ Hypotheses Testing

This section will seek to test the four hypotheses formulated in chapter one of this study. The linear regression which shows the direction (positive or negative) and extent (significant or insignificant) of relationship between the independent variables and the dependent variable will be utilized in the testing of the four formulated hypothesis. The hypotheses were tested using Alpha level of significance of 0.05. The decision rule for accepting hypothesis, is that we reject the null hypothesis when p-value (computed level of significance) is less than 0.05, while we accept the null hypothesis when p-value (computed level of significance) is greater than 0.05.

Table 4.8a Model Summary of Quality Control Practices and Organisational Performance in the manufacturing industry

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df 1	df2	Sig. F Change	
1	.707[a]	.500	.481	.37682	.500	27.368	5	194	.000	1.790

a. Predictors: (Constant), QSTAN, RES, COMP, CIMP, REGC
b. Dependent Variable: ORGP

Source: Statistical Package for social Sciences v.22

The model summary result from the regression output is shown in the table above. The Rsquare measures how well the independent variables (Quality standards, resources, communication processes, continuous improvement, and regulatory compliance) explain changes (variations) in the dependent variable (Organisational performance). The Rsquare value of .500 shows that the explanatory variables account for about 50.0% of the variance in the dependent variable. This is a relatively strong explanatory strength, implying that the model was deliberately and correctly formulated, and that the model's output may be relied on for policy formation. The Durbin Watson value indicates whether the model has an autocorrelation problem. According to its criterion, the value 1.790 is approximately equal to two (2), showing that the model has no autocorrelation problems. This suggests that the model's efficiency property is ensured.

Table 4.8b Analysis of Variance (ANOVA) of Quality Control Practices and Organisational Performance in the manufacturing industry

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.430	5	3.886	27.368	.000[b]
	Residual	19.453	194	.142		
	Total	38.883	199			

a. Dependent Variable: ORGP
b. Predictors: (Constant), QSTAN, RES, COMP, CIMP, REGC

Source: Statistical Package for social Sciences v.22

The table above displays the analysis of variance (ANOVA) result on the effect of quality control practices on organisational performance in the manufacturing industry. The F statistics value of 27.368 is significant at 0.000 (5% significance level). As a result, the explanatory factors (Quality standards, resources, communication processes, continuous improvement, and regulatory compliance) are significant drivers of the dependent variable (organisational performance).

Table 4.8c Multiple Regression Output of Quality Control Practices and Organisational Performance in the manufacturing industry

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	.988	.289		3.418	.001	.416	1.560		
	QSTAN	.440	.090	.482	4.881	.000	.262	.618	.374	2.673
	RES	.217	.089	.239	2.430	.016	.040	.393	.378	2.642
	COMP	.040	.075	.046	.533	.595	-.109	.189	.487	2.054
	CIMP	.183	.098	.171	1.863	.065	-.011	.377	.435	2.300
	REGC	-.142	.086	-.168	-1.642	.103	-.312	.029	.350	2.861

a. Dependent Variable: CS

Source: Statistical Package for social Sciences v.22

Hypothesis One

H_o: There is no significant relationship between quality standards and organisational performance in the manufacturing industry in Nigeria.

The result from Table 4.8c above showed that there is a significant relationship between quality standards and organisational performance in the manufacturing industry in Nigeria. The researcher therefore concludes that we fail to accept the null hypothesis and accept the

alternative hypothesis because the p value of .000 was less than 0.05 (p.value = .000 < 0.05 & T-stat = 4.881> 2).

Hypothesis Two

H_o: Resources do not significantly affect the organisational performance of manufacturing firms implementing quality control practices.

The result from Table 4.8c above showed that resources significantly affect the organisational performance of manufacturing firms implementing quality control practices. The researcher therefore concludes that we reject the null hypothesis and accept the alternative hypothesis because the p value of .016 was less than 0.05 (p.value = .016 < 0.05 & T-stat = 2.430 > 2).

Hypothesis Three

H_o: Communication processes related to quality control do not significantly influence organisational performance in the manufacturing sector.

The result from Table 4.8c above showed that communication processes related to quality control do not significantly influence organisational performance in the manufacturing sector. The researcher therefore concludes that we accept the null hypothesis and reject the alternative hypothesis because the p value of .595 was greater than 0.05 (p.value = .595 > 0.05 & T-stat = .533 < 2).

Hypothesis Four

H_o: Continuous improvement in quality control practices does not significantly influence organisational performance.

The result from Table 4.8c above showed that continuous improvement in quality control practices does not significantly influence organisational performance. The researcher therefore concludes that we accept the null hypothesis and reject the alternative hypothesis because the p value of .065 was greater than 0.05 (p.value = .065 < 0.05 & T-stat = 1.863 < 2).

Hypothesis Five

H_o: Regulatory compliance does not significantly impact organisational performance in the manufacturing industry in Nigeria.

The result from Table 4.8c above showed that regulatory compliance does not significantly impact organisational performance in the manufacturing industry in Nigeria. The researcher therefore concludes that we accept the null hypothesis and reject the alternative hypothesis because the p value of .103 was greater than 0.05 (p.value = .103 < 0.05 & T-stat = -1.642 < 2).

4.6 Discussion of Findings

The findings revealed that the performance of companies in Nigeria's manufacturing industry is connected to the quality standards they uphold. Adeleke and his colleagues also found the same thing. In 2019, a study found that following quality standards can improve how well a company performs. This shows how important it is to stick to quality standards for better results. Ogunnaike and Yusuf (2017) said that using Total Quality Management (TQM) can make a big difference in how well a company does. They believe that having high quality standards is really important for making a company better. On the other hand, Olajide and others In hard-to-compete industries, just following quality rules might not make much of a difference. It's important to have a unique strategy to stand out.

The research showed that the amount of resources a company has can make a big difference in how well it does when using quality control practices. According to this study, another study found that Nigerian manufacturing companies that used TQM had better performance when they had more resources. Alternatively, a research study by Oyewobi and Adebiyi in 2017 found that there was not a strong connection between resources and how well Nigerian manufacturing companies performed. Abubakar and Ismaila (2018) said it's important to use

the right amount of resources. Using too many resources can make things worse. This study also talks about the importance of the relationship and using resources well.

Additionally, the study showed that the way people communicate about quality control doesn't really affect how well a company in the manufacturing industry does. On the other hand, a study by Ojo and Oyewunmi (2018) discovered that good communication in Nigerian manufacturing companies improves how well the company performs. This means it's important for companies to have good ways to share information. Another research conducted by Ajayi and others. In 2019, it was found that better communication helps Nigerian manufacturing companies work better and be more productive. Onyeizugbo and Nwekpa (2020) found that communication processes did not have a big impact on how well the organization performed. This is similar to what we found in our study.

In simple words, the study showed that making small, ongoing improvements in how well things are controlled doesn't have a big impact on how well the organization performs. Oluwadare and Iyiola (2018) did a study that goes along with these ideas. They showed that the connection between how well a company is managed and how well it does is not always simple. Things like the outside world and the people in charge are really important too. On the other hand, a study by Adeyeye and Oyewole (2017) found that good management practices can make a big difference in how well a company does. This means that the results might be different for different industries or companies. Alhassan and Marfo (2016) said that using good quality management practices is important for a company. But how well they work depends on how they are used and tied into the company's overall plan. This could be why different studies in Nigeria have different results.

In the end, the findings show that following rules and regulations doesn't have a big effect on how well companies in the manufacturing industry in Nigeria do. On the other hand, Okolie and Ugwoke (2018) discovered that following regulations has a good impact on how well a

company does in the Nigerian manufacturing industry. In 2017, Adesida and Olokundun found that following rules can affect how well a company does, but it depends on the type of industry in the manufacturing sector.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter encompassed the summary of findings, conclusion and recommendations of this study. It is a section which pointed out the major discovery of the study, suggested possible action to the identified and perceived potential problems and where the conclusion is drawn from.

5.2 Summary of Findings

The study investigated the effect of quality control practices on organisational performance in the manufacturing industry. Data were primarily sourced through the administration of two hundred (200) questionnaire out of which same number (200) were found usable for the empirical analysis. The descriptive (frequency, mean and percentage) and inferential statistics (regression) were adopted for the study's analysis. Specifically, the regression analysis revealed the following:

i. The study found that there is a significant relationship between quality standards and organisational performance in the manufacturing industry in Nigeria.

ii. The study found that resources significantly affect the organisational performance of manufacturing firms implementing quality control practices.

iii. Furthermore, the regression analysis revealed that communication processes related to quality control do not significantly influence organisational performance in the manufacturing sector.

iv. Also, the regression analysis revealed that continuous improvement in quality control practices does not significantly influence organisational performance.

v. Finally, the result indicates that regulatory compliance does not significantly impact organisational performance in the manufacturing industry in Nigeria.

5.3 Conclusion

This study delved into the intricate relationship between quality control practices and organisational performance within the manufacturing industry context in Nigeria. The empirical findings shed light on several critical aspects. Firstly, it underscored the vital importance of adhering to quality standards, revealing a significant positive correlation between such adherence and organisational performance. Secondly, the study highlighted the substantial impact of resources on the performance of manufacturing firms implementing quality control practices, emphasizing the necessity of allocating resources effectively to bolster performance outcomes. Additionally, it was observed that communication processes related to quality control did not exert a significant influence on organisational performance, suggesting a potential need for improvements in this aspect of quality management. Furthermore, while the study found no significant influence of continuous improvement in quality control practices on organisational performance, it emphasized that the manufacturing industry might benefit from exploring other avenues for enhancing performance. Lastly, regulatory compliance was not found to significantly impact organisational performance, suggesting that other factors might play a more substantial role in determining overall success in the manufacturing sector in Nigeria. These findings provide valuable insights for manufacturing organisations seeking to optimize their performance through effective quality control practices while highlighting areas where further research and improvement are warranted.

5.4 Recommendations

From the research analysis and conclusions above, the following recommendations were made:

i. Enhancing Quality Standards: Manufacturing firms should prioritize the establishment and maintenance of stringent quality standards. Regularly review and update these

standards to align with evolving industry best practices. Continuous monitoring and improvement of quality control processes can help maintain and even enhance organisational performance. This involves conducting regular audits to ensure compliance with established quality standards.

ii. Resource Allocation: Organisations should allocate sufficient resources, including financial, human, and technological resources, to support the effective implementation of quality control practices. Adequate investment in quality control tools, equipment, and employee training can significantly contribute to improved organisational performance. Managers should recognize the importance of these resources in achieving operational excellence.

iii. Effective Communication Processes: Although the study did not find a significant relationship between communication processes related to quality control and organisational performance, it is crucial to emphasize the importance of clear and effective communication within manufacturing firms. Establishing transparent communication channels that facilitate information sharing among employees, departments, and management can lead to better understanding and coordination of quality control efforts. Organisations should regularly assess their communication processes for potential improvements.

iv. Continuous Improvement Culture: While the regression analysis did not identify a significant influence of continuous improvement in quality control practices on organisational performance, it is essential for manufacturing firms to cultivate a culture of continuous improvement. Encourage employees to actively participate in identifying areas for enhancement and implementing innovative solutions. The pursuit of excellence should be an ongoing process, and organisations should incentivize and reward employees for their contributions to quality improvement.

v. Regulatory Compliance: Although the study did not find a significant impact of regulatory compliance on organisational performance in the manufacturing industry, it remains crucial for firms to adhere to relevant regulations and standards. Non-compliance can result in legal and reputational risks. Organisations should periodically review and update their compliance processes to ensure alignment with changing regulations and best practices. Moreover, they should actively engage with regulatory authorities to stay informed about upcoming changes in requirements and proactively address compliance issues.

5.5 Contribution to Knowledge

This study makes a significant contribution to the existing body of knowledge in the field of quality control and organisational performance in the manufacturing industry. By examining the relationship between quality control practices and organisational performance in a Nigerian context, it provides valuable insights for both academics and practitioners. The findings suggest that the implementation of quality standards is a key driver of improved organisational performance, underscoring the importance of adherence to quality measures in the manufacturing sector. Additionally, the study highlights the critical role of resources in influencing organisational performance, emphasizing the need for adequate resource allocation for effective quality control practices. Furthermore, the study's results challenge the conventional wisdom by showing that communication processes related to quality control may not have a significant impact on organisational performance, and that continuous improvement efforts in quality control practices may not always lead to enhanced performance. Finally, the study's observation that regulatory compliance does not significantly affect organisational performance suggests that manufacturing firms may need to focus on internal quality control measures to achieve better outcomes. These findings provide an understanding of the dynamics between quality control practices and

organisational performance, offering practical implications for managers and policymakers in the manufacturing industry.

5.6 Proposal for Further Study

For future research endeavours in the field of quality control practices and organisational performance within the manufacturing industry, several avenues for investigation could be explored. Firstly, it would be valuable to conduct a comparative study across multiple countries to assess whether the relationship between quality standards and organisational performance holds true in different cultural and regulatory contexts. This would involve an expanded scope and cross-country data collection. Also, a qualitative study could be undertaken to delve deeper into the factors that affect resources' impact on organisational performance, providing insights into specific resource types and their significance.

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APPENDICES

DEPARTMENT OF BUSINESS ADMINISTRATION

FACULTY OF MANAGEMENT SCIENCES

UNIVERSITY OF BENIN

Dear Respondent,

APPEAL FOR THE COMPLETION OF QUESTIONNAIRE

I am an undergraduate student in the above-named Department. As part of the requirement for the programme, I am conducting research on "Impact of Quality Control Practices on Organisational Performance in the manufacturing industry". In this regard, you have been randomly selected as a member of the sample. I want to assure you that all information provided will be kept anonymous and confidential and used for the stated academic purpose only.

Thank you for your time and assistance.

Yours Faithfully

SECTION A: RESPONDENTS DEMOGRAPHICS

Please tick √ in the appropriate box and give answers where necessary.

1. **Gender**; Male ☐ Female ☐
2. **Age**; 20-30years ☐ 31-40years ☐ 40-50years ☐ 50years and above ☐
3. **Marital Status**; Single ☐ Married ☐ Others ☐
4. **Educational Qualification**; ND ☐ HND ☐ BSC ☐ MASTERS ☐ Others ☐

5. **Number of Year Worked in the Organisation;**

0-5years ☐

6-10years ☐

11-20years ☐

21years and above ☐

PART B: QUALITY CONTROL PRACTICES AND ORGANISATIONAL PERFORMANCE

Please indicate to what extent the following statements are true as it relates to your organisation. Please tick (V) the box with a number from the scale below that best describes your response. Where 5 = Strongly agree 4 = Agree 3 = Undecided 2 = Disagree 1 = Strongly Disagree

S/N	QUALITY STANDARDS	1	2	3	4	5
6	The organisation maintains rigorous quality benchmarks.					
7	Quality is a top priority in our manufacturing processes.					
8	Organisation adhere to strict quality criteria throughout production.					
9	The quality control practices are in line with industry standards.					
10	The organisation consistently meets or exceed quality expectations.					
	RESOURCES	**1**	**2**	**3**	**4**	**5**
11	The allocation of financial assets in the organisation enhances its ability to implement quality control effectively.					
12	The organisation invests sufficiently in training and development to enhance the skills of our workforce.					
13	The organisation has access to state-of-the-art technology and equipment to support our quality control efforts.					
14	Adequate time and attention are dedicated to quality control activities in the manufacturing processes.					

15	The organisation provides the necessary support and resources to address quality control issues promptly.					
	COMMUNICATION PROCESSES	**1**	**2**	**3**	**4**	**5**
16	The flow of information within the organisation is smooth and efficient.					
17	Information sharing among different departments is effective.					
18	Employees have access to the necessary information to perform their tasks effectively.					
19	The organisation encourages open and transparent communication.					
20	Team members are able to express their opinions and ideas freely.					
	CONTINUOUS IMPROVEMENT	**1**	**2**	**3**	**4**	**5**
21	The organisation actively seeks ways to enhance product and process quality.					
22	The organisation regularly identifies areas for improvement in our manufacturing processes.					
23	Continuous refinement of the organisation's production methods is a priority.					
24	Efforts are made to reduce defects and errors in our products.					
25	The organisation encourages employees to suggest process improvements.					
	REGULATORY COMPLIANCE	**1**	**2**	**3**	**4**	**5**
26	The organisation strictly adheres to industry standards and guidelines.					
27	The quality control processes prioritize meeting legal requirements.					
28	The organisation consistently evaluates and adjust its practices to stay in line with external regulations.					
29	The organisation quality control procedures consider the impact on its industry's reputation.					
30	Employees receive training on compliance-related matters as part of their onboarding.					
	ORGANISATIONAL PERFORMANCE	**1**	**2**	**3**	**4**	**5**

31	The organisation achieves its annual objectives					
32	The organisation aggressively introduces new products					
33	The organisation responds to customers complain in a timely manner					
34	The organisation makes optimal use of its financial resources.					
35	The organisation compares progress made in the organisation from time to time.					

THANK YOU FOR YOUR TIME!