



# QUALITY MANAGEMENT AND BUSINESS PERFORMANCE OF HOTELS IN YENAGOA BAYELSA STATE

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## ABSTRACT

*The paper investigated quality management and organizational performance of hotels in Yenagoa Bayelsa State. Specially, the study focused the relationship between quality management training and organizational performance in hotels in Yenagoa, Bayelsa State, the relationship between quality standard and organizational performance in hotels in Yenagoa, Bayelsa State and the relationship between human resource and organizational performance in hotels in Yenagoa, Bayelsa. The study adopts used of descriptive research design approach because of the nature of the investigation which is to examine the opinion and perception of employee. The study population consist of fifty (50) employees of the three star hotel in Yenagoa, Bayelsa State. The instrument for data collection used for this study was the close-ended questionnaire. The data collected were using descriptive and inferential statistics with the support of Statistical Package for Social Science (SPSS). The result shows that a positive significant relationship between quality management training and organizational performance, there is a positive significant relationship between quality standard and organizational performance and there is a positive significant relationship between human resource and organizational both in three star hotels in Yenagoa, Bayelsa state. It was concluded that there is a significant and positive relationship between quality management and organizational performance in hotels in Yenagoa, Bayelsa state. It is recommended that the hotel management ought to give top priority to adhering to set quality standards in all facets of their business, such as customer satisfaction, facilities management, and service delivery.*

## INTRODUCTION

Organizational performance is the cornerstone of management since the achievement of set goals and objectives is what makes a company entity exist in the first place. The two main components of organizational performance assessment are usually financial and non-financial. The typical method has been to measure financial success using several ratios like Return on Equity (ROE) and Return on Sale (ROS). According to Mohanty (2014), these ratios are markers of sound financial standing. Richter (2017) continues, "Financial performance measures a company's ability to meet its financial goals." On the other hand, non-financial performance assesses elements that are thought to support overall performance, such as reputation, survival, and objective accomplishment. Interestingly, it is believed that non-financial variables play a significant role in determining financial performance.

Concerns about quality management are constant throughout both personal and corporate spheres, since the constant improvement and search of better products and services is still crucial. The importance of quality, especially in manufacturing, cannot be emphasized. According to Arora (2019), quality standards are determined by client perceptions, which encourages rivalry among businesses to raise the caliber of their products. Improved quality promotes organizational and financial growth in addition to assuring productivity. Demirbag (2016) emphasizes how important quality assurance and enhancement are to businesses.

Organizational management uses quality management, which is seen as a concept as much as a tool, to continuously optimize performance. Its main goal is to provide products or services that, at the lowest possible cost, not only meet but also beyond consumer expectations. According to Mahmud and Hilm (2018), quality management may be used to increase the efficacy and efficiency of a company. Corredor and Goni (2017), on the other hand, contend that it centers



on continuously fulfilling and exceeding client expectations from the beginning. Acknowledging the critical role that quality plays in commercial success, organizations work to improve the quality of their products in order to satisfy current customers and draw in new ones. To guarantee constant quality standards, many create specialized quality control departments. Weller (2019), who is aware of the financial ramifications, emphasizes the expense of replacing subpar products.

Quality management is influenced by a number of variables, such as internal controls, external controls, durability, reliability, training, and human resources. The productivity of high-quality commodities is increased when these inputs are efficiently coordinated. The main objective is to create goods that are free from errors and defects. Inadequate product quality can lead to lost productivity, malfunctioning equipment, lower sales, and warranty costs.

### PROBLEM STATEMENT

Companies must constantly improve the quality of their products due to the various competitive challenges they encounter. Since quality management improves productivity and performance at all production levels, it is essential to the success of any firm. Quality is still a key component of corporate operations involving customers (Sijilat BH, 2021). For many firms, subpar, unreliable, and low-quality products provide serious difficulties. It is imperative to provide the market with high-quality products, both tangible and intangible (Kotler & Armstrong, 2016). Employee impressions change with time, and since there are so many companies providing comparable services, it is imperative for individual corporations to exceed customer demands in terms of superior and unique product quality. This strategy improves client loyalty and overall business performance by drawing in more business, boosting employee morale, and encouraging positive word-of-mouth (Sabriel, Oya, & Halit, 2017).

Though many studies have looked at quality and performance in different contexts (Oorunfunyi, Fajuyagbe & Alayo, 2020; Harriette I. C., 2016; Francis W. C., 2017), not much research has been done on how quality affects employee productivity, which is a measure of organizational performance, especially in Nigerian hotels. The purpose of this study is to look into how quality management affects Yenagoa, Bayelsa State, hotels' organizational performance. The study will concentrate on quality, particularly production quality as proxied by standards and human resources as independent factors, and employee productivity as a measure of organizational success as the dependent variable.

### AIMS AND OBJECTIVES OF THE STUDY

The primary objective of this study is to investigate the relationship between quality management and organizational performance of Hotels in Yenegoa, Bayelsa State. Specifically, the study seeks to:

1. Ascertain the extent of relationship between human resource and organizational performance of Hotels in Yenagoa bayelsa State
2. Ascertain the extent of relationship between standard and organizational performance of Hotels in Yenegoa, Bayelsa State.
3. Ascertain the extent of relationship between training and organizational performance of Hotels in Yenagoa, Bayelsa State.

### RESEARCH HYPOTHESES

The underlisted research hypotheses are formulated in order to provide tentative answers to the research questions.

**H<sub>01</sub>:** There is no significant relationship between human resources and organizational performance of Hotels in Yenegoa, Bayelsa State

**H<sub>02</sub>:** There is no significant relationship between Standard and organizational performance of Hotels in Yenegoa, Bayelsa State

**H<sub>03</sub>:** There is no significant relationship between training and organizational performance of Hotels in Yenagoa, Bayelsa State.

### LITERATURE REVIEW

The degree to which a product satisfies user expectations or complies with requirements is known as its quality. A key component of the value-adding process that includes the production and delivery of products is quality management. It is an essential tool for manufacturers to obtain a competitive advantage over other businesses making comparable products. By focusing on quality, efficiency, and innovation through quality management, these businesses hope to



compete successfully (Daghfous, 2018). The entire quality of the finished products depends critically on the creation of parts that are free from defects and satisfy client requirements all the way through the delivery process (Sila, 2016). According to Shrivastava (2019), exploiting current quality management capabilities can help gain a competitive advantage.

In production, quality management can be seen from both hard and soft perspectives (Vouzas and Psychogios, 2017). The term "soft side" refers to ideas and concepts in management, including information and analysis, knowledge and education, supplier management, employee empowerment and culture, leadership, process management, continuous improvement, and customer focus. Conversely, the "hard" side includes methods and tools for quality improvement like design processes, Pareto analysis, statistical process control, quality function deployment, flow charts, relations diagrams, scatter diagrams, control charts, and other methods for production and quality enhancement (Vouzas and Psychogios, 2017).

### **Quality Management Training**

Instilling and reinforcing an organization's values and ideas through employee training is essential, especially when it comes to cultivating a culture that places a premium on quality (Rad, 2016). Four essential components make it easier for employees to participate in the implementation of Total Quality Management (TQM), according to Karia and Assari (2016). These elements consist of organizational commitment, career fulfillment, work involvement, and job satisfaction. TQM is based on the idea that staff members who are directly involved in day-to-day operations are in the best position to understand and improve the quality of those procedures. Its goal is to foster an atmosphere where managers and staff members have a good working relationship and where people are inspired to give their best work (Karia and Assari, 2016).

### **Quality Management Standards**

The highest level of management's judgments about leading, organizing, assessing, and supervising individuals or groups within an organization are reflected in quality management standards (Vouzas, 2019). The main aim is to create a setting where individuals are completely involved in a top-notch management system that functions efficiently and provides direction to accomplish essential objectives. Strong leadership at the highest levels of management benefits various organizational functions in addition to the way quality management is implemented. Management must make a commitment to these guidelines and take an active role in developing and approving production strategies (Pun, 2017). Before, during, and after the execution of the work, management must be open and honest about the standards necessary for production to gain the respect and faith of both consumers and staff procedure. According to Ahire and Hamlin (2016), management can support standards, learning processes, change processes, and unity of purpose. According to Lewis (2017), resource-based strategy, environmental focus, quality standards, and finalization strategy are the four components of top management support or commitment that are necessary for efficient quality management execution. Employees can cooperatively create and uphold a social order within the organization through quality standards, giving the firm some degree of control over its business operations (Pun, 2017). According to Raghunathan (2019), leaders are crucial in continuously projecting quality standards, which have an impact on worker productivity and organizational performance.

### **Human Resource Management**

An organization's human resource management (HRM) department is in charge of several tasks like hiring, training, firing, incentive compensation, and employee development. The implementation of quality management efforts is aided by HRM's critical role in establishing human relationships, raising group consciousness, improving employee competency, and supporting culture change (Oakland & Oakland, 2018; Karia, 2019). Human resources have a major positive influence on the implementation of quality management methods, according to research by Yang (2019). Furthermore, compared to technology-based quality management aspects, Jung (2019) argues that human resource-based quality management elements have a greater impact on ongoing performance improvement.

Putting HRM practices into practice can also have a big impact on customer and employee happiness, as well as improve employees' perceptions of the company and their awareness of quality.

The quality of personnel is just as important to quality management as the quality of the products. The effective implementation of quality management programs is strongly dependent on the attitudes and behaviors of the workforce. When quality management or other programs for continuous quality improvement are implemented,



employees who are directly involved act as change agents (Karia and Asaari, 2016). Companies that use quality management see gains in worker satisfaction, attendance, turnover, safety, and health, according to research by Butler (2019).

Organizations benefit from improved quality, productivity, and staff development when quality management is applied successfully (Lawler, 2015). Better decision-making procedures, trust, communication, creativity, and innovation are all need to achieve this.

### **Quality Management and Organizational Performance**

An organization's strategic base for improving performance and gaining a competitive advantage is quality management. In the business sector, quality's importance for both market success and organizational effectiveness is well known. For organizational management to be effective, performance measurement is essential. In order to improve quality, productivity, and competitiveness in the market, quality management takes a comprehensive strategy. Projogo and Sohal (2017) state that quality performance criteria including staff productivity, dependability, durability, and adherence to specifications are used to evaluate the success of organizations.

Business outcomes and satisfaction level are the two primary categories into which Lin (2015) divides organizational performance measurement. Employee, consumer, and supplier satisfaction are all included in the satisfaction level. Yoo (2016) contends that increased employee empowerment improves organizational performance because it increases employee happiness affects how well something performs. Organisational performance is strongly impacted by comprehending client wants and applying this knowledge to offer great products.

The performance of a company is greatly influenced by the buyer-supplier relationship. Through supplier development initiatives, buyers are incentivized to enhance supplier quality, delivery performance, and minimize material costs, all of which have an effect on organizational performance (Krause, 2018). The business outcomes that impact the performance of an organization include profitability, cost performance, productivity, and the quantity of new products that succeed. Rework, scrap, and process stabilization are all made possible by quality management, which lowers manufacturing costs and increases productivity (Ahmad and Schroeder, 2017).

## **THEORETICAL REVIEW**

The application of theory enables us to place our research into certain socioeconomic frameworks that conform to accepted academic standards. A well-written literature review broadens people's or groups' viewpoints on socioeconomic issues (Ahiauzu, 2012). Thus, the Service Gaps Theory forms the foundation of our research.

### **Theory of Service Gaps**

According to Kwabena et al. (2011), the Service Gaps Theory, which was linked to Parasuraman, Zeithaml, and Berry (1985), distinguishes between two different kinds of gaps in service management: the provider's gap and the customer gap. With a service company, internal disparities are referred to as the provider's gap. The customer gap—a term used to describe the discrepancy between consumer expectations and perceptions—is lessened in part by services. Customers, for example, anticipate high standards of dependability, certainty, and empathy from a water plant. These components are all included in service quality, which improves the overall client experience. Within the framework of our research, managers need to understand the expectations and perceptions of both employees and customers. To raise organizational performance and increase quality delivery, they must create a service environment or training programs that include human resources and standards, among other things.

### **Empirical Review**

The goal of the study by Ganu U., Oni E., Tsado E., & Ajayi O. (2013) was to look at how organizational performance was affected by training and development in a few Nigerian banks. The researchers used questionnaires to gather primary data from a sample of 395 respondents—a subset of the 35,386 staff members—out of five banks that they had chosen as case studies. The sample was selected using a straightforward random procedure.

Multiple regression was utilized to test the hypotheses after descriptive statistics and Pearson's moment correlation were employed to analyze the gathered data. All the variables under investigation showed positive connections, but three variables in particular showed substantial correlations: reward for top performance, frequency of training and



development, and dedication to training and development. The study found that employee performance is greatly influenced by training and development, and it advised Nigerian banks to set up suitable reward programs for staff members who perform exceptionally well in training to inspire them.

However, the study omitted information regarding the methodology used to calculate the sample size and the rationale behind choosing the particular banks. These elements may have been addressed to strengthen the study's findings and give a more transparent justification for the research approach credibility.

Oorunfunyi, Fajuyagbe, and Alayo (2020) conducted research with the intention of evaluating the impact of HRM practices on the performance of First Bank of Nigeria Plc, with a particular focus on the Akure branch. They looked into how the bank's performance was affected by hiring and selection, training and development, and personnel appraisal. For their investigation, the researchers used a survey approach and collected primary data using questionnaires.

The study, which included both descriptive and analytical methods, found a strong positive correlation between First Bank of Nigeria Plc's performance in Akure and its hiring and selecting practices, staff appraisals, and training and development. The results indicate that the performance of the bank can be considerably enhanced by paying careful attention to the hiring and selection procedures as well as staff appraisals. Furthermore, funding schemes for training and development can result in observable improvements in performance.

The study found that, in order to effectively improve organizational performance, management should give priority to human resource management techniques. Human resources are found to be a critical component of organizational performance

Salihu, S.M. (2016) investigated the relationship between ethical climates and organizational performance as it relates to quality standards. Using questionnaires, the research collected primary data from Ministry of Education officials; 81 out of 105 responses were obtained. Partial Least Squares Structural Equation Modeling (PLS SEM) was used to examine the data.

The study's findings demonstrated a direct link between organizational effectiveness and quality requirements. It was also found that the relationship between recruitment and selection, training and development, and operational performance was affected by ethical contexts.

In general, the research advances knowledge of the relationships that exist between organizational effectiveness, ethical environments, and quality standards in developing countries. It emphasizes how crucial it is to take ethical environments into account as a moderating element in the link between HRM techniques and organizational effectiveness.

## **METHODOLOGY**

A descriptive research design was used for this study in order to gather employee opinions and perspectives. In Yenagoa, Bayelsa State, ten (10) three-star hotels provided a sample of fifty (50) respondents for the study. Accountants, auditors, marketers, receptionists, and general managers were among the sample members. Using the stratified random selection technique, one respondent was chosen from each strata

A Likert scale with four points was used to create a structured questionnaire that was used to gather information. After that, the gathered data were examined using SPSS software, version 21.0, using the Spearman Rank Order Correlation method.

In the setting of five-star hotels in Yenagoa, Bayelsa State, employee attitudes were investigated and variable associations were examined through the use of a descriptive research design and the Spearman Rank Order Correlation analytical method.

**Table 1: Correlations between Quality Management Training and Organizational Performance**

		QUALITY MANAGEMENT TRAINING	ORGANIZATIOAL PERFORMANCE
QUALITY MANAGEMENT TRAINING	Pearson Correlation	1	.842**
	Sig. (2-tailed)		.000
	N	50	50
ORGANIZATIOAL PERFORMANCE	Pearson Correlation	.842**	1
	Sig. (2-tailed)	.000	
	N	50	50

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Sources: SPSS, 2024

#### Interpretation

Table 1 showed relationships between organizational performance and training in quality management. The results show that there is a highly significant positive association between quality management training and organizational performance, with a Pearson correlation coefficient of .842 ( $p < .05$ ). Likewise, there is a .842 ( $p < .05$ ) link between organizational performance and quality management training. The two variables appear to be significantly correlated based on the symmetrical correlation, which shows that companies who invest in quality management training typically have higher performance levels. The significant association highlights how crucial quality management education is to raising the efficacy and efficiency of organizations.

**Table 2: Correlations between Human Resource and Organizational Performance**

		HUMAN RESOURCE	ORGANIZATIOAL PERFORMANCE
HUMAN RESOURCE	Pearson Correlation	1	.710**
	Sig. (2-tailed)		.000
	N	50	50
ORGANIZATIOAL PERFORMANCE	Pearson Correlation	.710**	1
	Sig. (2-tailed)	.000	
	N	50	50

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The relationships between organizational performance and human resource management were shown in Table 2. A Pearson correlation value of .710 ( $p < .05$ ) indicates a strong positive relationship between organizational performance and human resource management. This result implies that there is a significant and positive correlation between the two variables, suggesting that better organizational performance is linked to efficient HRM methods. Similarly, there is a .710 ( $p < .05$ ) link between organizational success and human resource management. The reciprocal nature of the relationship is highlighted by this symmetrical correlation, which suggests that companies that manage their people resources well and give them priority typically see improvements in performance.

**Table 3: Correlations between Quality Standard and Organizational Performance**

		QUALITY STANDARD	ORGANIZATIOAL PERFORMANCE
QUALITY STANDARD	Pearson Correlation	1	.760**
	Sig. (2-tailed)		.000
	N	50	50
ORGANIZATIOAL PERFORMANCE	Pearson Correlation	.760**	1
	Sig. (2-tailed)	.000	
	N	50	50

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The relationships between organizational performance and quality requirements were shown in Table 3. Based on the data, there is a highly significant positive correlation (Pearson correlation coefficient of .760,  $p < .05$ ) between organizational performance and quality requirements. According to this research, companies that follow higher quality standards typically see improvements in overall performance. Likewise, there is a .760 ( $p < .05$ ) link between organizational performance and quality standards. The asymmetric connection highlights the reciprocal relationship between quality standards and organizational performance, suggesting that higher performance levels are more likely to be experienced by businesses that emphasize and uphold strict quality standards.

## DISCUSSION

The findings discussed below support the significance of training and development initiatives in enhancing organizational effectiveness. They are based on an empirical study by Ganu U., Oni E., Tsado E., & Ajayi O. (2013) that examined the impact of training and development on organizational performance in the Nigerian banking sector. The first hypothesis outlined the relationships between organizational performance and training in quality management. A strong positive association between quality management training and organizational performance is demonstrated by a Pearson correlation value of .842 ( $p < .05$ ), indicating a statistically significant relationship. Likewise, there is a .842 ( $p < .05$ ) link between organizational performance and quality management training. The two variables appear to have a strong link, as indicated by the symmetrical correlation, which shows that companies who spend in quality management training tend to attain improved performance levels. Quality management training and organizational performance, in association with Ganu U., Oni E., Tsado E., & Ajayi O. (2013), highlights the crucial role that training efforts play in building organizational effectiveness and efficiency within the banking sector. Positive relationships were found for all the variables examined, including reward for top performance, frequency of training and development, and dedication to training and development.

According to these results, hypothesis two showed a strong positive relationship between organizational performance and human resource management. This demonstrates a substantial and positive correlation between improved organizational performance and sound HRM strategies. The reciprocal nature of the relationship between organizational performance and human resource management is highlighted by the study's correlation coefficient of .710 ( $p < .05$ ). It suggests that companies with efficient human resource management typically have higher performance levels. The findings that adequate attention to staff appraisal and recruiting and selection processes can result in a considerable improvement in the bank's performance are corroborated by Oorunfunyi, Fajuyagbe, and Alayo (2020).

The third hypothesis demonstrated the relationship between organizational success and quality standards. This implies that higher performance levels are linked to upholding strict quality standards. The correlation coefficient of .760 ( $p < .05$ ) found between quality standards and organizational performance highlights the interdependence of these variables, underscoring the significance of upholding and giving priority to high-quality standards in order to improve organizational performance outcomes. Salihu (2016) provides support for the conclusion that strict quality standards



improve overall performance levels. This emphasizes the significance of creating a culture of ethics and positivity within organizations.

## CONCLUSION

The study came to the conclusion that Yenagoa, Bayelsa state hotels' organizational performance is significantly and favorably impacted by quality management. The company's internal quality standards, human resources, and management quality training are the elements that make up the quality management. Through data gathered from hotel employees, these indicators had been successfully connected with organizational performance. Nonetheless, the inferential analysis leads to the conclusion that organizational performance and quality management of Yenagoa, Bayelsa State hotels are significantly positively correlated.

## RECOMMENDATIONS

We propose the following recommendations in light of the study's theoretical and empirical findings.

1. Investing in extensive training programs for staff members in quality management should be a top priority for hotel management. These courses have to address a range of quality management topics in order to guarantee that staff members have the abilities and know-how required to uphold high standards in service performance.
2. The primary goals of human resources at all hotels should be to find, hire, and train capable and driven employees.
3. Hotel management ought to give top priority to adhering to set quality standards in all facets of their business, such as customer satisfaction, facilities management, and service delivery.

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