
**QUALITY MANAGEMENT PRACTICES AND PRODUCTIVITY OF SELECTED FOOD AND BEVERAGES MANUFACTURING FIRMS IN LAGOS STATE, NIGERIA**

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The Strategic JOURNAL of Business & Change MANAGEMENT
ISSN: 2312-9492 www.strategicjournals.com
*Vol. 10, Iss.2, pp 1266 – 1278. June 8, 2023. www.strategicjournals.com, ©Strategic Journals*

# QUALITY MANAGEMENT PRACTICES AND PRODUCTIVITY OF SELECTED FOOD AND BEVERAGES MANUFACTURING FIRMS IN LAGOS STATE, NIGERIA

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**Accepted: June 1, 2023**

**ABSTRACT**

*The performance of food and beverages manufacturing firms is important to the development of the economy and this has been considered by researchers. In Nigeria, the decline in the productivity of the sector has been noticed which could be as a result of lack of quality management practices such as leadership behaviour, strategic quality planning, supplier quality management, process management and customer focus. The study investigated the effect of quality management practices on productivity of selected food and beverages manufacturing firms in Lagos State, Nigeria. The study adopted a survey research design. The population of the study was 14, 591 top, middle and low-level management employees while the sample size of 491 was determined using the research advisor table. Simple random sampling technique was used. A validated questionnaire was used to collect data. Cronbach's alpha reliability coefficients for the constructs ranged from 0.866 to 0.954. The response rate 100% was achieved. Data were analysed using multiple regression model. Findings revealed that quality management practices had significant effect on productivity (Adj.$R^2$ = 0.148; F (5, 485) = 18.004, $p < 0.05$). The study concluded that quality management practices significantly affected productivity of food and beverages manufacturing firms in Lagos State, Nigeria. The study recommends that food and beverages manufacturing firms should encourage the adoption of quality management practices to enhance improve productivity.*

***Keywords:*** *Customer focus, Leadership behaviour, Productivity, Quality management practices, Strategic quality planning, Process management, Supplier quality management*

**CITATION:** Vyas N. N. S., Makinde, O. G., Akinlabi, B. H., & Adefulu, A. D. (2023). Quality management practices and productivity of selected food and beverages manufacturing firms in Lagos State, Nigeria**.** *The Strategic Journal of Business & Change Management,* 10 (2), 1266 – 1278.

## INTRODUCTION

Improving and maintaining organisational performance has become a source of concern for many business organisations in the competitive environment of operation. Continuous quality improvement has become the basic necessity of any business enterprise, whether it is manufacturing, servicing, or hospitality industry. Over the years, business enterprises have been beholding unparalleled and incomparable degrees of strategic transformation, cost conversion, intense and forceful competition, and unrestrained frequent altering environment across the globe. These transformations spring due to market fragmentation, changes in technology, dynamic management, the amalgamation of different business enterprises, attitudes of suppliers, changing customer demands, changing customer expectations, the reduced lifecycle of the product, and more, have direct and indirect implications on quality and organisational performance. Considerable efforts have been put in place by organisations in light of current realities to improve performance. Notwithstanding, there is more to be deserved, especially among food and beverage firms.

Globally, Food and Beverage (F & B) has regularly seen a growth of up to 3700 producers with an employment rate of over 147,000 individuals, contributing to the growth of any nation (Ellen, 2016; Nguyen et. al, 2020). According to the latest food and beverages market forecast in 2021, the global market size of food and beverages is expected to grow to $6.4 trillion in 2022 from $5.8 trillion in 2021, whereby the growth rate is expected to be 9.7%. The market size of food and beverage is expected to grow to $8.9 trillion in 2026 at a compound annual growth rate of 8.7%. (Food and beverages global market report 2022). Considering global market coverage than Asia Pacific countries have the largest market share in food and beverages. Plant based food and beverages across the Asia Pacific region is in high demand, during and Covid -19 and post pandemic. This has resulted in to a huge market opportunity whereby forecast for the Asia Pacific countries likely to progress with CAGR 8.9% from 2021 to 2028. Japan, China, India, ASEAN countries, South Korea, Australia & New Zealand, and Rest of APAC together constitute the market in this region as afore stated.

In Africa, Audax (2018) emphasized that most food and beverage in African continent are faced with the issues of changes in consumer preference, growing uncertainty in the marketplace, innovation and differentiation. These challenges have been the bedrock daunting food and beverage financial and non-financial performance in Africa (Industrial Development Corporation, 2017), In South Africa, food and beverage (F & B) industry serves as one of the key economic segment and major industries generating substantial revenue for the country and providing employment opportunities to many people (Statistics South Africa, 2017). In spite of its economic significant contributions, South Africa's food processing industry faces diverse and demanding problems, which hinders it from growing further and realizing its full potential (Cho & Lee, 2018). The food processing industry in the county has changed extensively because of the increase in the buying power of most racial groups which resulted from the end of the oppressive competitor’s dispensation, poor strategic positioning as well as globalization. The industry also faces a high incidence of unpredictable customer demand and preferences, which influences low business performance among (F & B) firms in South Africa (Industrial Development Corporation, 2017). It was also observed that the sector generated only ZAR 241 million in 2020 as against almost ZAR 4.5 billion in 2019 but the relaxation of the lock down eased at there was a magical increase by the end of that year (Labour Research Service Report, 2021).

The food and beverage industry are significant to every economy in the world, and Nigeria is no exception. In recent years, the overall performance and contribution of this industry to the Nigerian economy, has grown significantly in value and relevance (Horsfall, & Mac-Kingsley, 2018). The World Trade Organisation ranks Nigeria as the largest food market in Africa, with significant investment in the local industry and a high level of imports. The food and beverage sector is estimated to contribute 22.5% of the manufacturing industry value, and 4.6% of the country's GDP (Oladejo et al., 2021). In 2018, the Central Bank of Nigeria (CBN) Governor noted that Nigerians spend an average of 73% of their income on food and beverages products, however given the choice, a vast majority of Nigerian consumers will opt for food and beverages products made outside of the country (Aminu, & Oyefesobi, 2018). Nevertheless, in the last five years, more indigenous brands are coming up or expanding, to meet the needs of the Nigerian consumers who prefer local flavours.

Consequently, Nigeria was ranked 131st out of 190 economies for ease of doing business according to the World Bank report in 2020 (Ogbaga et al., 2021). Though there have been improvements in this ranking in recent years, companies still struggle with a myriad of challenges including poor infrastructure, lack of electricity, and changing government policies. For such reasons, food producers in Nigeria have therefore found it difficult to compete favourably with imported products.

The food and beverage industry in Nigeria is a diverse sector as it has a large range of different products and manufacturing processes. Currently, the industries in this sub-sector are so many that they could be sub-divided into several classifications. However, there are essential quality management practices that have the capacity to improve the performance of the food and beverage firms in Nigeria that has not been given adequate attention. Some of these practices include leadership behaviour, strategic quality planning, supplier quality management, process management and customer focus. Quality management practice is a firm-wide management practice of continuously enhancing the worth of the products, services, as well as the processes by focusing on the customers' needs and expectations to enhance customer satisfaction and firm routine action. Thus, it is a management approach for a firm centered on quality, established by the participation of all its members and aiming at long term success through customer satisfaction and benefits to all members of the firm and to the society (Uko, 2018).

Business environment has undergone tremendous changes, and enhancement in quality has become one of the essential strategies that could be implemented in any organisation in order to achieve superior performance (Nguyen et al., 2018). In addition, because of the continuous increase in global labour market, organisations must improve their product and services quality in order to survive within other competitors. In order to enhance organisational performance, and for the purposes of improving customer satisfaction; several total quality management practices need to be implemented (Saffar & Obeidat, 2020). Quality management practices are based on all organisations' resources which should collaborate with each other for the purposes of producing high quality products and services in order to meet customers' demands and improve performance. One strategy that could be implemented in order to minimize errors is by controlling processes of manufacturing. Quality management practices consist of several quality instruments and technique, in addition to various values and beliefs that all staff within the same organisation shares (Al Shraah et al., 2021).

The Nigeria food and beverage industry seemed to be losing market share, decline in productivity, profitability, customer patronage, and competitive advantage because of quality related challenges. According to Mambanda et al (2017), Delta, the major player in this industry lost 12% and 10% sales in lager beer and soft drinks respectively because of the proliferation of imported beverages into the country. Similarly, Dairiboard seemed to be facing quality problems in raw milk and this resulted in related imports gaining ground (Mambanda et al., 2017). The question is whether quality management practices have an impact on market and operational performance of the food and beverage industry. Thus, this study sought to investigate the effect of quality management practices on organisational performance of selected food and beverage manufacturing firms in Lagos State, Nigeria.

Studies on quality management practices and productivity have been carried out in different geographical locations and contexts, however the extent to which quality management practices affects productivity among food and beverage firms in Nigeria has not been established (Al Shraah et al., 2017; Nguyen et al., 2018). Heyns and Boikanyo (2019) examined the effect of work engagement on total quality management practices in a petrochemical organisation. Liu et al., (2021) carried out an empirical exploration of quality management practices and firm performance from Chinese manufacturing industry. The study of Androwis et al., (2018) explored total quality management practices and organisational performance in the construction chemicals companies in Jordan. From the forgoing, it could be observed that studies on quality management practices focused on manufacturing, petrochemical and other sub-sectors without the inclusion of food and beverage firms in Nigeria which has created an academic gap that needs empirical attention. The manufacturing of good quality products is not only dependent on the technology and operating equipment used, however, it has a greater dependency on the operators, as well as, effective management of the entire value chain. Managers working in the manufacturing facilities face a myriad of issues on a daily basis that require direct attention and quick response. With production facilities being at the core of business operations, these issues can directly affect the company in substantial ways. There is a high cost due to inconsistencies in quality of the intermediate and final products and this affects the whole value chain, including the relationship with the customers (Heyns & Boikanyo, 2019). The pressure, on manufacturers, to produce and deliver high-quality products that are safe is therefore an increasing challenge, because low quality products can contribute to poor health outcomes of the consumers. Therefore, productivity performance of high eminence is desirable to ensure effective quality output with expected throughput within the time to meet customer requirements. In Nigeria, due to inadequate training, Anyakoha (2019) noted that there were problems with employee performance in the FMCG industry. This has led to numbers of productivity problems ranging from low output per head, low morale, low sales, decrease in insurance premiums, dissatisfaction with customers, and avoidance of work and turnover. With quality management practices, those issues facing the organisational performance of different firms in Nigeria can be averted. Therefore, this study reviewed and found that adoption and application of quality management practices have effect on organisational performance in selected food and beverages manufacturing firms in Lagos State, Nigeria.

**Hypotheses Development**

Quality management practices include a number of activities. Lu et al (2019) presented two dimensions of quality management practices in general and the two dimensions have significant relationships with performance. One dimension refers to practices associated with people and the other refers to practices related to the technique and methodology factors. The practices associated with people focus mostly on the involvement of leadership, customers, and participants while the practices related to technique and methodology factors focus on managerial processes. The study of Alsefri and Mugharbil (2021) reported a significant effect of quality management on productivity. Similaryly, the study of Basu et al (2020) found that quality management practices had significant effect on the service delivery of small and medium scale enterprises in India and thereby improves productivity. The study of Khan et al., (2019) shows that quality management positively and significantly improves employee productivity. Also, the results for the mediating variables of job satisfaction and affective commitment were also significant. The study of Phan et al., (2019) found that the effect of just-in-time JIT production practices on flexibility performance can be strengthened with a higher level of total quality management practices. It was further stated that TQM has effect on productivity. In the same vein, Ruales Guzman et al (2019) stated that quality management is a determinant of productivity. In addition, the study of Moges et al (2014) also discovered that the adoption of quality management practices has a robust relationship with employee productivity. Furthermore, Van der Wal et al., (2020) found that Lean Six Sigma practices affects productivity. The study conducted by Gaihre et al (2021) found that implementing quality management practices lead to higher productivity in food and beverages manufacturing firms. In addition, the study of Jain et al (2022) found that TQM practices such as continuous improvement and employee involvement are positively related to productivity in food and beverages manufacturing firms.

Therefore, the study hypothesized that:

**$H_{01}$:** Quality management practices have no significant effect on productivity in the selected food and beverage manufacturing firms in Lagos State, Nigeria.

## LITERATURE REVIEW

The detailed literature reviews presented the views and thoughts of diverse scholars on quality management practices and organisational performance. The review of literature that is considered relevant to the research topic is subdivided into various divisions: conceptual review, empirical review, and theoretical review, a summary of literature, gap and conceptual model for the study.

### Conceptual Review

The conceptual review presents the concepts of this study and explains the existing connection, advantages, disadvantages, and characteristics of the various variables of the study which included as organisational performance variables which is comprising of productivity, competitive advantage, market share, customer patronage and profitability whereas, quality management practices is comprising of leadership behaviour, quality strategic planning, supplier quality management, process management and customer focus, as well with two moderating dimensions, employee training and employee commitment.

### Quality Management Practices

According to Lu et al., (2019), quality management practices are managerial measures that refer to quality management activities. Basu et al (2020) defined quality management practices as all kinds of quality management programs and plans that can generate improved products and services, reduced costs, more satisfied customers and better bottom line financial performance. Quality management practices are considered as an integrated management driven philosophy that covers various functions of an enterprise through continuous improvement and organisational repositioning (Patyal & Koilakuntla, 2017). Ebrahimi and Sadeghi (2013) describe quality management practices as a combination of principles, practices and techniques by which general guidelines are executed by its principles which are deployed through practices and reinforced by techniques.

Quality management practices can help improve the quality of products and reduces scrap and rework, thereby minimizing production costs and time (Lu et al., 2019). Quality management practices also enable participants to develop their full potential and achieve the objectives by cooperation and learning with each other to contribute positively to performance (Imran et al., 2018). Quality management ensures high quality products and services by eliminating defects and incorporating continuous changes and improvements in the system. High quality products in turn lead to loyal and satisfied customers who bring ten new customers along with them (Panuwatwanich & Nguyen, 2017).

Escrig-Tena et. al (2018) are of the view that quality management practices are essential for improving the quality of goods and services provided by manufacturing firms.

### Productivity

Productive is defined as the tool to measure the efficiency of an organisation in terms of the ratio of output produced with respect to the resources that has been used as input (Chukwulozie et. at., 2018). Productivity measures the efficiency and effectiveness of a person, machine, factory and system in converting inputs into useful output. The definition of productivity is the ratio between the volume of output and the volume of inputs. It outlines how efficiently production inputs, such as labour and capital, are being used in an economy or business, in order to produce a given level of output.

Productivity is considered a key source of economic growth and competitiveness and, as such, is basic statistical information for many comparisons and performance assessments. Productivity measures are usually referred to as performance appraisal, management information systems, production capability assessment and quality control measurement, (Sauermann, 2016). Prokopenko (2017) also defined productivity as the efficient use of resources, labour, capital, land, materials, energy, information to produce various goods and services. He explained that it also means the relationship between the quantity and quality of goods or services produced and the number of resources used to produce them. Sink (2018) explains that, productivity also largely determines how competitive a business product is, and sales determine an enterprise's productivity and profitability. Productivity is the quantity of the product or service produced concerning the resources put in; it defines how efficiently resources are being used (Adeniji, 2014).

On the features, productivity is the computation of economic performance that compares the aggregate of goods and services produced (output) with the aggregate of inputs used to produce those goods and services (Ibrahim & Daniel, 2019). In economics, productivity refers to the amount of output produced per unit of input, such as labour, capital, or any other resource. It is frequently estimated as a ratio of gross domestic product (GDP) to hours spent in the economy. The overall productivity of the Workforce can be broken down further by industry to look at trends in labour growth, salary levels, and technology advancement. Productivity increase is directly related to corporate earnings and shareholder returns. Productivity is a measure of a company's production process efficiency at the corporate level. It is calculated by comparing the number of units produced to employee labour hours or by comparing net sales to employee labour hours (Garavan et al., 2021).

When it comes to the benefits, increased productivity means more output from the same amount of input. It refers to a company's or economy's ability to convert resources into goods with greater efficiency. As a result, productivity growth provides us with the opportunity to generate more with less. Economic growth is driven by increased productivity, which means that an economy can produce and consume more products and services for the same amount of effort (Shafiq et al., 2019). A rise in productivity can benefit every segment of society, including consumers, workers, and employers. Individuals, corporations, and analysts all benefit from it. Individuals that are more productive can accomplish their work more efficiently, complete jobs faster, and have more leisure time. Productivity can aid in the maintenance of a healthy work/life balance, and some people find that they like their work more and are less stressed when they are productive.

Productivity also has some disadvantages attached to it if not well utilised or managed. Some of which are: it could lead to exposure of different distractions and lack of self-discipline, it requires much time and skilled workforce- that is, the less the workforce, the less the productivity and vice versa, It could lead to loss of job for some employees in the sense that few of them will be needed if productivity is very high, the focus could shift from satisfying customers to just being productive (Akrani, 2013), It could lead to closure or extinction of the business if not properly managed (Prasetyo, 2019). The researcher described productivity as the effectiveness of productive efforts made in a specific time and period which is measured in terms of the rate of output achieved against input.

**Quality Management Practices and Productivity**

Several scholarly have investigated quality management practices and productivity in different industries with mixed findings. Lu et al., (2019) found that contract governance magnifies the positive effect of quality management practices on inter-organisational project performance while the moderating effect of trust is insignificant. The moderating effect of contract governance indicates a means for strengthening the effect of quality management practices in inter-organisational projects. The results show that the total quality management TQM positively and significantly determines employee performance, and the mediating variables of job satisfaction and affective commitment. Both the mediating variables show a mediating role in the TQM/employee performance relationship. Similarly, findings from the study of Phan et al., (2019) revealed that flexibility performance can be built up by implementing both total quality management (TQM) and Just-in-time (JIT) production practices and TQM should be regarded as the platform to maximize the impact of JIT production on flexibility performance. In the study of Koekemoer, et al., (2021), the results showed that the resources of leadership behaviour and team effectiveness had direct positive paths to work engagement, and work engagement was found to have a positive path to two performance factors: adaptivity and proactivity.

**Theoretical Review**

For this study, Quality Improvement Theory, Upper Echelon Theory, Resource Based View Theory and Edward Deming PDCA Theory have been considered. However, this study is anchored on Quality Improvement Theory. Williams Edward Deming in the 1940s proposed the quality management theory. He said that the manufacturing and production process is an integrated system, not a collection of disconnected operations, and that when examined as a whole, chances to improve efficiencies and productivity are easier to find. Deming, on the other hand, contends that top management is responsible for the entire feature of quality control ideology for industrial organisations. His theory was founded on the idea that continuous improvement improves quality while cutting expenses. Furthermore, management is in charge of processes, and it is the quality management system that is to blame for 80% of business difficulties (Sabahatti & Faruk, 2014). Continuous improvement, according to the theory, stimulates higher product quality while cutting production costs. Similarly, management must organise the role of a quality control strategy for industrial organisations to prevent waste and poor product quality. Again, the working environment must be pleasant and devoid of criticism. Nonetheless, according to Deming, no quality management system will succeed without the commitment of top management, because management is the one that invests in the systems, creates organisational culture, selects suppliers, and maintains long-term partnerships.

Quality Improvement Theory (QIT) emphasizes on the methods to improve the production process. It requires getting rid of or changing parts of the process that do not function optimally to improve product quality. Quality improvement management is an area where leaders attempt to create an environment where everyone is looking for ways to make things better. According to quality management theory, the quality management process is a whole system, not a collection of disconnected processes, and that when examined as a whole, opportunities to boost efficiency are more easily recognised.

**METHODOLOGY**

The population of this study comprised the 14, 591 top, middle and low-level management employees of the selected food and beverages manufacturing firms in Lagos State, Nigeria. These companies were chosen from the companies listed on the Nigeria Stock Exchange as of 2022.

The researcher distributed 491 copies of the questionnaire to the respondents of which 491 copies of the distributed questionnaire were duly filled and returned and was used for the analysis. This represents a response rate of about 100% of the population employed in the study, which was considered an excellent response rate according to Mugenda and Mugenda (2012) whom both asserted that a response of above 60% is generally accepted as a threshold for survey quality in social sciences.

## DATA ANALYSIS AND RESULTS

**$H_{01}$:** Quality management practices have no significant effect on productivity in the selected food and beverage manufacturing firms in Lagos State, Nigeria.

**Table 1: Summary of multiple regression between quality management practices and productivity of the food and beverages manufacturing firms in Lagos State, Nigeria.**

| N | Model | B | Sig. | T | ANOVA (Sig.) | R | Adjusted $R^2$ | F (5, 485) |
|---|---|---|---|---|---|---|---|---|
| 491 | (Constant) | 10.486 | .000 | 9.389 | 0.000[b] | .396[a] | 0.148 | 18.004 |
| | Leadership behaviour | -.055 | .551 | -.596 | | | | |
| | Strategic quality planning | -.057 | .597 | -.530 | | | | |
| | Supplier quality management | .239 | .005 | 2.845 | | | | |
| | Process management | .274 | .013 | 2.502 | | | | |
| | Customer focus | .051 | .532 | .626 | | | | |
| | Predictors: (Constant), leadership behaviour, strategic quality planning, supplier quality management, process management, customer focus | | | | | | | |
| | Dependent Variable: Productivity | | | | | | | |

**Source: Author's computation, 2023 underlying data from Field Survey**

## DISCUSSION OF FINDINGS

The test of hypothesis one revealed that quality management practices have significant effect on productivity of the selected food and beverage manufacturing firms in Lagos State, Nigeria. This finding provides implications conceptually, empirically and theoretically. From a conceptual standpoint, the definitions and explanations of the study's ideas offer a clear conceptual perspective on the research. Conceptually, according to Basu et al. (2020), quality management techniques are quality management programs and strategies that can result in better products and services, lower costs, happier consumers, and better bottom-line financial performance. According to Patyal and Koilakuntla (2017), quality management techniques are a management-driven integrated concept that addresses a variety of business activities through organizational repositioning and continuous improvement.

According to empirical evidence, the results of this study support the conclusions of a study by Alsefri and Mugharbil (2021), which confirmed a strong impact of quality management on productivity. Likewise, Basu et al. (2020) observed that quality management approaches significantly impacted service delivery, which raised productivity. According to Khan et al.'s 2019 study, quality management increases employee productivity in a good and significant way. Also. According to the research of Phan et al. (2019), a higher level of total quality management practices can increase the impact of just-in-time (JIT) production practices on flexibility performance. More specifically, it was said that TQM has a good and considerable impact on productivity. Quality management is a factor that determines productivity, according to Ruales Guzman et al. (2019) in the same publication.

The implementation of quality management methods has a significant impact on staff productivity, according to Moges et al.'s (2014) study. Van der Wal et al. (2020) also discovered evidence supporting the claim that Lean Six Sigma techniques have a major impact on production. According to a study by Gaihre et al. from the year 2021, companies that manufacture food and drinks that use quality management methods have higher production. The study by Jain et al. (2022) also discovered a good relationship between productivity and TQM methods, such as employee involvement and continuous improvement, in the food and beverage production industry.

The findings of Koekemoer et al. (2021) revealed a direct positive relationship between work engagement and team effectiveness as well as a positive relationship between work engagement and two performance characteristics, adaptivity and proactivity. The findings by Akinniyi and Adebakin (2021) demonstrated that good leadership has a favorable effect on organizational performance. In a similar vein, Ibrahim and Daniel (2019) found that, among other things, participatory leadership and task delegation improve employee performance and help organizations achieve their goals. Furthermore, Guo et al., (2021) in their study found that authentic leadership behavior has positive effect productivity in food and beverages manufacturing firms. In addition, Neeleshwar & Bhandarker, (2021) found that implementing TQM practices such as quality control and continuous improvement has effect on productivity.

The Zaki et al. (2020) study also confirmed that TQM has a favorable and significant impact on production. Adebanjo et al. (2016) also discovered that integrating Lean Six Sigma, which is a component of quality management methods, increases productivity and lowers costs in manufacturing companies. According to Van der Wal et al. (2020), who also found that Lean Six Sigma procedures increase productivity, this is in accordance with their findings. This finding is also consistent with those of Jain et al. (2022) and Waqas et al. (2021), who reported a strong impact of quality management methods on productivity as well as the influence of leadership behavior on productivity.

Implementing quality management practices increases productivity in companies that manufacture food and beverages, according to a study by Gaihre et al. (2021). Additionally, Sadibo et al. (2022) asserted that quality management has a significant impact on production output and participation among staff members, managers, and the organization as a whole. Osazevbaru and Oyibo (2023) claim that the dimensions of total quality management (TQM) have an impact on performance as evaluated by customer satisfaction. All of the TQM factors were found to be significantly connected to organizational performance in their study. Positive performance is specifically predicted by ongoing quality improvement, employee engagement, and customer relationship management.

Theoretically, this research findings fell in line with the quality improvement theory (QIT) in that it supports the variables of quality management practices (leadership behaviour, quality strategic planning, supplier quality management, process management and customer focus) and productivity. The underlying principles of quality improvement theory (QIT) is that the QIT emphasizes on the methods to improve the production process and requires getting rid of or changing parts of the process that do not function optimally to improve product quality. Continuous improvement, according to QIT, stimulates higher product quality while cutting production costs. Nonetheless, according to Deming, no quality management system will succeed without the commitment of top management, because management is the one that invests in the systems, creates organisational culture, selects suppliers, and maintains long-term partnerships.

The quality improvement theory (QIT) is relevant to this study in that its connection is based on quality management's importance as a panacea for company success. Furthermore, core quality management characteristics like continuous improvement, customer focus, leadership engagement, staff commitment, and research and development are realistic indices for assessing business success. This theory is considered important because it supports the application of quality management practices which influence productivity. Considering the support of the quality improvement theory (QIT) to the effect of Quality management practices on productivity, this study therefore rejected the null hypothesis one ($H_{01}$) that Quality management practices have no significant effect on productivity in the selected food and beverage manufacturing firms in Lagos State, Nigeria.

**CONCLUSION AND RECOMMENDATION**

The study concluded that quality management practices enhanced the organisational performance in the food and beverages manufacturing firms in Lagos State, Nigeria. The study considered quality management practices as the enabling driving factor by utilizing all available resources to create output in a way that minimizes errors in strategic quality planning, manufacturing process management, supplier material wastages and remained customer focused to enhance and improve productivity, competitive advantage, customer patronage, market share and profitability as the overall performance enablers and impacting for organizational performance improvement. Hence, quality management practices were presented as one of the governing tools to enhance organizational performance consistently.

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