Total Quality Management And Marketing Performance Of Champion Breweries In Uyo, Akwa Ibom State

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Abstract: *The purpose of this study was to investigate the influence of total quality management on the marketing performance of Champion Breweries PLC in Uyo, Akwa Ibom State. The study population was 100 and made up of all individuals involved in marketing/sales, production and quality assurance departments. The major instrument for data collection was the questionnaire. The proxies for total quality management were continuous improvement and customer focus practice. The instrument was administered to every member of the population, out of which 97 copies of the questionnaire were completed and returned in usable form. Data collected was analysed using percentage analysis, and hypotheses formulated were tested using multiple regression analysis. Findings from the study revealed that there is a significant positive influence of total quality management dimensions (continuous improvement and customer focus practice) on marketing performance. Based on the findings, it was concluded that total quality management influences the marketing performance of Champion Breweries PLC. Consequently, it is recommended that manufacturing companies implement marketing strategies that are highly effective to continuously improve their customer base, boost sales, and enhance their overall marketing performance.*

Keywords: Total quality management, continuous improvement, customers-focus practices, and marketing performance

1. INTRODUCTION

In today's competitive and dynamic business environment, organisations face an increasing demand to provide exceptional products and services that meet and exceed customer expectations. Across all sectors of the economy, including the brewing industry, Total Quality Management (TQM) practices have become increasingly prevalent as a result of this paradigm change. Total Quality Management (TQM) is an all-encompassing management philosophy that integrates all of an organisation's responsibilities with the overall objective of ensuring customer satisfaction through the continuous improvement of processes, products, and services (Abed *et al.*, 2025). The concepts of TQM underscore the necessity of implementing stringent quality control methods to guarantee the consistency and reliability of brewed products. This entails stringent testing, oversight, and compliance with quality standards along the whole supply chain, from extraction to distribution (Ohipeni, 2023).

Implementing total quality management (TQM) strategically can dramatically improve marketing performance for companies like Champion Breweries Plc Uyo, Akwa Ibom State, which operate in the highly competitive beverage market in Nigeria. Such improvement is accomplished by enhancing product quality, bolstering customer loyalty, and elevating the brand's reputation (Turan, 2016). Among the key underpinnings of TQM that have garnered significant attention among researchers are continuous improvement, customer focus, and employee training. Each of these components has been critically examined to influence an organisation's response to market needs and attainment of a competitive advantage (Jayamana *et al.*, 2023; Abinabo *et al.*, 2023).

There is, however, the need to identify key TQM dimensions that can drive marketing performance in the Champion Breweries PLC with a view to adopting or consolidating on them to achieve sales growth, market share, sales volume, and profitability. These dimensions include continuous improvement and customer focus adopted in this study to predict marketing performance, which is held as a uni-dimensional construct.

The principle of continual improvement enables a corporation to adjust to evolving market demands. It facilitates enhanced adaptation to various products, markets, customers, or geographies. Continuous improvement enhances and expands the competitive edge that a company has established over its peers. In customer focus, customers determine the quality of products. Customer feedback is crucial as it enables a company to comprehend the needs and specifications of the manufacturing process. Customer surveys may indicate inadequate product durability. This feedback is subsequently integrated into TQM systems to enhance raw material procurement, manufacturing methodologies, and quality assurance protocols. Employee training encompasses the communication of goals, expectations, needs, and constraints across departments and leadership. A company implementing TQM principles must commit to training employees and providing adequate resources to ensure successful and timely task completion. TQM aims to minimise attrition and retain skilled employees.

Researchers have indicated that there is a significant link between TQM and marketing performance in the organisation. Hence, the nexus between these two concepts is increasingly becoming a subject of scholarly and practical interest (Owusu and Duah, 2018). Marketing performance, which is often considered in the literature as a multidimensional construct that is measured by sales growth, market share, profitability, and customer satisfaction, is influenced not just by promotional efforts but also by the overall value delivered to customers. Organisations that implement quality management in their operations are more likely to gain

consumer trust, enhance brand loyalty, and achieve greater marketing performance (Etuk *et al*., 2024; Usani and Sampson, 2023). However, empirical evidence remains sparse on how TQM dimensions specifically affect marketing performance, particularly in Champion Breweries PLC. Hence, this study seeks to contribute to knowledge by investigating the relationship between total quality management and its selected underpinnings (continuous improvement, customer focus, and employee training) on the marketing performance of Champion Breweries Plc, Uyo, Akwa Ibom State.

Statement of the Problem

Despite the growing recognition of Total Quality Management (TQM) as a strategic tool for improving organisational performance, many businesses in Nigeria, including those in the brewing industry, continue to struggle with issues that include dissatisfied customers, poor product quality, inconsistent service delivery, and a diminishing market share. Despite the fact that Champion Breweries is well-known for its history and offerings of products, the company has not been immune to these challenges. In a market where consumers are growing more quality-conscious and brand-sensitive, the inability of the company to connect its internal operations with quality management principles could dramatically harm the marketing efforts of the organisation. In addition, a lack of structured employee training programs and inadequate techniques for engaging customers may be factors that contribute to marketing performance that is less than optimal. In light of this, the purpose of this study is to investigate the extent to which Total Quality Management (TQM) strategies, more specifically continuous improvement, customer focus, and employee training, have an influence on the marketing performance of Champion Breweries Uyo, Akwa Ibom State.

Objectives of the Study

The main objective of this study was to examine the influence of total quality management on the marketing performance of Champion Breweries Uyo, Akwa Ibom State.

The specific objectives include:

i.   To investigate the combined influence of continuous improvement and customers focus practices on the marketing performance of Champion Breweries.

Research Hypotheses

The following hypothesis was formulated in null form to guide this study:

H_{01}: There is no significant influence of continuous improvement and Customer focus practices on the marketing performance of Champion Breweries.

2.   Review of Related Literature

Concept of Total Quality Management

Total Quality Management (TQM) is a management philosophy that prioritises ongoing enhancement across all facets of an organization's activities, aiming to attain customer satisfaction. It encompasses the involvement of all employees, from senior management to frontline personnel, in the quest for quality excellence (Salman, 2022). Braimah and Omoluabi (2023) believe that total quality management emphasises client requirements and anticipations, enhancement of processes, collaboration, and the application of data and analysis for informed decision-making. The fundamental principles of Total Quality Management encompass client orientation, ongoing enhancement, staff engagement, process oversight, and data-driven decision-making (Ajayi, 2021). Total Quality Management (TQM) originated in industrial industries but has subsequently been implemented across diverse sectors, including services, healthcare, and education. Nassar *et al*. (1996) characterises total quality management (TQM) as an integration of systems that function cohesively to enhance customer benefits, while Kalogiannidis (2021) describes TQM as an organisational culture dedicated to customer satisfaction through ongoing improvement aimed at meeting or surpassing customer expectations. Kunz (2021) defines TQM as a persistent endeavour by both management and employees to foster lasting customer loyalty and satisfaction. In this context, Jidda *et al* (2017) asserts that TQM is a journey rather than a destination.

Importance of TQM

TQM can have a beneficial effect on employee and organizational growth. Companies are able to establish and preserve cultural norms that produce long-term success for both the organisation and its consumers if they require all employees to concentrate on quality management and continual improvement. By putting an emphasis on quality, Total Quality Management (TQM) assists organisations in determining the skill gaps that exist among their workforce and providing them with the appropriate education, training, or mentoring to overcome those gaps. TQM, which places an emphasis on collaboration, results in the formation of cross-functional teams and the exchange of information. There is a deeper level of institutional knowledge as a result of greater communication and coordination across different groups, which also provides businesses with more flexibility in terms of human deployment.

Dimensions of Total Quality Management

The following underpinnings provide a framework for organisations to effectively implement and maintain total quality management practices to predict marketing performance.

i.   Continuous Improvement

This dimension highlights the continuous endeavour to enhance products, processes, and services. It entails gradual modifications and innovations to attain superior quality levels. For example; a manufacturing firm conducts regular brainstorming sessions with employees to pinpoint areas for enhancement in production processes, leading to improved efficiency and diminished defects over time (Aliyu, 2016). Aliyu (2016) asserted that companies must consistently analyse and assess their various management and technological competencies that can enhance customer satisfaction. The TQM strategy is a management philosophy aimed at achieving customer satisfaction through ongoing improvement initiatives across all organisational levels and functions, involving all stakeholders (Ibrahim *et al*., 2024). Consequently, organisations should prioritise the implementation of continuous improvement techniques by engaging all personnel and encompassing all types of processes (Aliyu, 2016).

ii.   Customer-focus practices

Total Quality Management focuses on recognising and fulfilling customer requirements. The TQM technique is focused on the customer and will facilitate the achievement of these objectives (Sawaean and Ali, 2020). Customer focus is the essential characteristic of Total Quality Management (TQM) that confers a competitive advantage over other management systems. Customers constitute the fundamental element of a firm. They generate the money essential for sustaining firms, supplying the resources for salaries, technology, and all other operational needs (Sharabi, 2015). Consequently, clients represent the primary source of cash flow for a firm, and any profit-oriented enterprise recognises the paramount significance of revenue. Given that consumers are the primary source of revenue, it is logical that they should be a paramount priority.

Comprehending and predicting their requirements – and fulfilling them – is crucial for the company's long-term viability. It is worthy of note that concept "customer focus" means meeting the needs and expectations of current and potential customers by developing a comprehensive understanding of customer needs and then delivering perceived value to customers. This embodies the fundamental principle of client orientation. Grasping the significance of this notion is essential for integrating the principle of customer focus into the TQM approach (Padro *et al*., 2020).

Overview of Marketing Performance

Usani and Eko (2021) see marketing performance as a multidimensional concept. They define it as "the degree to which the outcomes of marketing actions and strategies fit with the particular goals that were established for those activities and strategies." Ewah *et al*. (2021) define marketing performance as the employment of limited resources by enterprises to satisfy consumer demand for market-oriented objectives, including market share, profitability, and sales volume. Usani *et al*. (2023) asserted that assessing marketing success enables organisations to synchronise their marketing plans, enhance their competitive advantage, and circumvent or outmanoeuvre the marketing tactics of their rivals. Marketers can only develop new tactics and increase sales while meeting their objectives by assessing a company's performance (Usani *et al*., 2020). Researchers have opined that various dimensions can be used to measure marketing performance, which include both financial and non-financial indicators like sales volume, profitability, market share, customer satisfaction, customer retention, and productivity (Etuk *et al*., 2024).

2.2   Theoretical Framework

The theoretical framework underpinning this research work is the Resource-Based View (RBV) paradigm, propounded by Barney in 1991. The theory states that organisations attain and maintain competitive advantages through the efficient acquisition, development, and use of significant internal resources and talents. As per the Resource-Based View (RBV), a resource must exhibit four essential characteristics, value, rarity, inimitability, and non-substitutability (VRIN) to confer a sustainable competitive advantage. The notion redirects attention from the external environment to the internal strengths and competencies of an organisation. Within the framework of this study, Total Quality Management (TQM) is defined as an intangible strategic asset. Total Quality Management includes various management strategies, including continuous improvement, client orientation, and employee training.

A consistent application of these practices cultivates organisational capabilities that can improve marketing performance at Champion Breweries. The capacity to execute and maintain TQM efforts proficiently signifies a distinctive competency that can result in enhanced customer satisfaction, elevated brand image, market agility, and client loyalty. The Resource-Based View (RBV) is pertinent to this study as it offers a theoretical framework to comprehend how internal quality management systems (Total Quality Management practices) influence external market results (marketing performance). Instead of concentrating exclusively on external market dynamics, the resource-based view emphasises the strategic significance of internal quality-oriented activities as essential components of competitive advantage. In this study, marketing performance was maintained at a consistent level.

2.3 Empirical Framework

Multiple studies have demonstrated a substantial association between Total Quality Management (TQM) and marketing performance. Prior research in both developing and developed nations underscores the beneficial impact of TQM methods on enhancing performance and fortifying competitive advantage. For example, Kalogiannidis (2021) conducted a study to investigate the impact of total quality management and marketing methods on the organisational performance of selected manufacturing companies in Greece. Data was gathered from a sample of 289 respondents employed in various manufacturing industries in Greece. Data were analysed using SPSS, and Pearson's rank correlation coefficient was employed to ascertain the association among study variables. The study's results validated the existence of a correlation between TQM practices and organisational performance. There was a positive correlation between marketing practices and organisational performance.

Ibrahim et al. (2024) examined the influence of Total Quality Management (TQM) on marketing performance at an oil and gas firm in Iraq. A quantitative and explanatory research design was employed. A digital survey was employed to gather data from 320 employees. The gathered data was examined with Pearson correlations and regression modelling. The findings demonstrate that TQM procedures exert a substantial and direct influence on enhancing marketing performance in Iraq's oil and gas sector.

Braimah and Omoluabi (2023) evaluated total quality management (TQM) and the performance of fast-food enterprises in Auchi, Edo State. The sampled population comprised employees from chosen fast food establishments in Auchi, Edo State, with a sample size of 101 staff members. A survey study design was utilised, and data were gathered by a survey questionnaire approach, thereafter analysed using multiple linear regression. The findings indicated a considerable positive correlation between customer focus and the market performance of fast-food enterprises in Auchi. Training has a positive and substantial correlation with the market performance of fast-food enterprises in Auchi.

Jonah *et al*. (2018) examined the influence of total quality management (TQM) on the organisational growth of Adama Beverages, emphasising a marketing mix perspective. The study utilised an explanatory research approach and focused on a population of 120, consisting of various department heads and distribution unit leaders at Adama Beverages. A sample of 90 respondents was obtained using stratified random sampling, and main data were gathered using structured questionnaires. The Statistical Package for Social Sciences (SPSS) was employed for data analysis. The research demonstrated a substantial and meaningful association between comprehensive quality management and organisational growth.
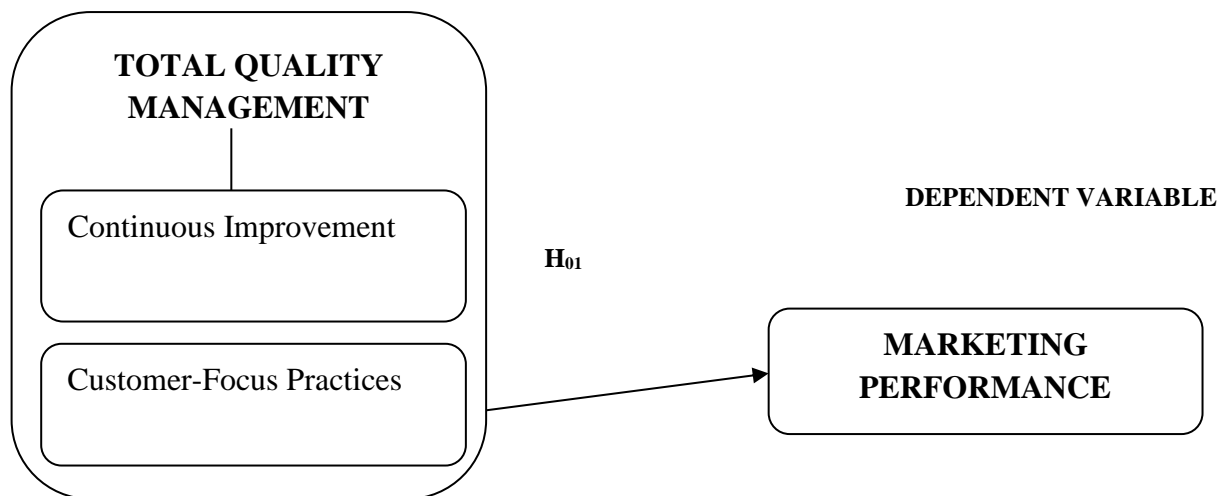
Ajayi (2021) examined the impact of overall quality management in enhancing organisational productivity. The administration of an organisation is influenced by Total Quality administration (TQM), whose implementation is intricate and ensures the provision of high-quality products and services. The study demonstrated that people resources, material resources, and business processes provide comprehensive customer satisfaction at all stages, both internally and outside. The integration of Total Quality Management and proficient leadership leads to an organisation executing appropriate actions at optimal moments. For methodological purposes, the study utilised an expository and content analysis methodology to elucidate the relationship between Total Quality Management (TQM) and work output in manufacturing businesses. It concludes that total quality management and service delivery in Nigeria's manufacturing industries possess shared characteristics and can effectively contribute to the attainment of organisational objectives.

Kunz (2021) examined the effect of Total Quality Management methods on several performance metrics among enterprises in the United States. The study employed a cross-sectional survey design, with the sample being identified at the plant level. The study sample was derived from employees of the top 100 greatest employers in the United States. Two hundred forty-two questionnaires were collected from respondents, yielding a response rate of around 56%. Subsequently, exploratory analysis and regression analysis were conducted on the data. The research revealed that various Total Quality Management approaches substantially influence a company's performance results. The results indicated a necessity for enterprises to augment their involvement in Total Quality Management methods, refine their organisational structure, and allocate essential resources to personnel to better service delivery.

In the scholarly articles included in this review, it has been observed that several dimensions of total quality management have been studied in terms of their relationship with the performance of business organisations. This study perceives TQM using three dimensions rooted in empirical literature: continuous improvement, customer focus practices, and employee training. Similarly, in line with the findings of these relevant studies, the present study hypothesises that these dimensions of TQM have some sort of relationship with the marketing performance of Champion Breweries Plc, Uyo, Akwa Ibom State. Figure 1 depicts the proposed relationship between these TQM dimensions and marketing performance in Champion breweries.

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INDEPENDNET VARIABLES

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TOTAL QUALITY
MANAGEMENT

   Continuous Improvement

   Customer-Focus Practices
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DEPENDENT VARIABLE

H_{01}

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MARKETING
PERFORMANCE
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Source: Researcher's Compilation (2025).

3. Methodology

Research Design

This study employed a cross-sectional survey research approach, facilitating the collection of primary data from a diverse sample of staff and top management at Champion Breweries PLC in a single instance and within a brief period. This research design was appropriate for the study since it enabled the researcher to obtain a snapshot of the population's traits, attitudes, and behaviours at a particular instant, facilitating the analysis of the link between the study's variables.

Population of the Study

The target population of the study comprised of management staff, especially from the marketing, sales, and branding department, production unit, and quality assurance departments of Champion Breweries PLC. These departments were regarded as most appropriate due to their direct involvement in quality management practices and marketing performance results.

Sample Size Determination

According to stock analysis reports, the company under study operates a lean organisational structure, with staff strength of approximately 163 as of December 31st, 2024 (championbreweries.com). Since, not all 163 employees belong to these departments, the study approximates that these three departments account for about 100 staff members. This figure forms the target population for the study.

Sampling Technique

This study employed a census methodology, a non-probability sampling method, involving a total of 100 staff members from the Marketing, Sales & Branding, Production, and Quality Assurance departments. The manageable population enabled the researcher to gain comprehensive insights without excluding any relevant people, Hence, this technique was chosen.

Sources and Method of Data Collection

To obtain primary data for the study, the researcher used a 5-point Likert scale questionnaire titled "Total quality management and marketing performance of champions in Uyo, Akwa Ibom State". The instrument comprised two sections, namely, Section A (which collected data on respondents' demographic characteristics such as age, gender, marital status, and educational qualifications) and Section B, which contained statements to measure the variables of the study: continuous implementation, customer focus, and employee training.

Questionnaire reliability and data analytical method

The reliability status of the research questionnaire was confirmed through the Cronbach alpha method. Draft copies of the questionnaire were administered to a random selection of 20 employees of the company. These respondents were deliberately excluded from the actual survey to guard against respondent biases in the actual survey. The data obtained during the survey were coded and entered into the Statistical Package for the Social Sciences (SPSS 27) for reliability testing. The instrument was subsequently deemed reliable and adopted for field administration because all its measurement scales produced Cronbach alpha coefficients not less than the benchmark of 0.7 (see Table 1).

Table 1: Questionnaire Reliability Statistics

S/n	Variables	No. of item	Alpha coefficients
1	Continuous Improvement	3	.792
2	Customer-Focus Practices	3	.799
3	Marketing performance	3	.764
	Total	12	

Source: Researchers' analysis via SPSS-27 (2025).

Method of Data Analysis

After statistically validating the reliability of the questionnaire, it was utilised for field administration, resulting in the collection of primary data for the research. The data was then analysed using descriptive statistics. Additionally, the study's hypotheses were tested through a simple linear regression model.

4. Data presentation and Analysis

The total copies of questionnaire that were accurately filled and returned were 97 copies out of the 100 that were distributed. This constitutes 97% of the total copies of questionnaire that were found relevant for the study, 3 copies of questionnaire representing 3% were returned incompletely filled, hence were discarded. A breakdown of respondent's feedback is as follows:

Table 2: Showing Respondents' Profile

S/N	Sample Characteristic	Number of Respondents	Respondents (%)
1	**Sex**		
	Male	85	76.8
	Female	12	23.2
	Total	**97**	**100**
2	**Length of Time Spent on Current Job**		
	1-5 year	56	53.5
	6-10	30	28.9
	10years and above	11	17.6
	Total	**97**	**100**
3	**Education**		
	ND/NCE	30	48.6
	HND/B.Sc.	59	41.5
	M.Sc./MBA/PhD	8	9.9
	Total	**97**	**100**

Source: Field survey, (2025).

The analysis presented in Table 2 reveals that male respondents comprised 76.8% of the sample, while female respondents accounted for 23.2%. A significant portion of the respondents, specifically 53.5%, indicated that their tenure on the job ranged from 1 to 5 years. Meanwhile, 28.9% reported duration of 6 to 10 years, and 17.6% claimed to have been employed for over 10 years. Additionally, among the 142 respondents, 48.6% possessed ND/NCE qualifications. The proportion of individuals possessing HND/BSc qualifications stood at 41.5%, whereas those with MSc/MBA/PhD credentials accounted for 9.9%.

Data Presentation and Interpretation

H_{01}: There is no significant influence of continuous improvement and customer focus practices on the marketing performance of Champion Breweries.

Table 3: Results of Multiple Regression analysis between continuous improvements, Customer focus practices, and employee training on the marketing performance of Champion Breweries.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.936[a]	.875	.874	.79678

a. Predictors: (Constant), continuous improvement, customer focus practice

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1420.177	2	710.089	118.508	.000[b]
	Residual	202.518	319	.635		
	Total	1622.696	321			

a. Dependent Variable: Marketing performance
b. Predictors: (Constant), continuous improvement, customer focus practice

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.483	.241		2.004	.046
	Continuous improvement	.276	.022	.339	12.821	.000
	Customer-focus practices	.511	.020	.675	25.522	.000

a. Dependent Variable: Marketing performance
Source: Field Survey Result (2025).

Results of the multiple regression analysis show that the independent variables, continuous improvement and customer focus practices, jointly accounted for approximately 88% of the variation in marketing performance of champion breweries in Uyo, Akwa Ibom State, with a regression coefficient of $R^2 = 0.875$. This means that continuous improvement and customer focus practices as predictors of total quality management were collectively accountable for 88% of the changes in marketing performance, while 22% of the changes in the dependent variable could be attributed to other factors not considered in the study's model. Results on the table also indicate that the joint relationship between the independent variables (continuous improvement and customer-focus practices) and marketing performance (Y = MP) was strong according to the R = 0.936 and adjusted $R^2 = 0.874$, indicating that the regression model of this study is said to have a strong explanatory power of the dependent variable. In addition, the F-ratio = 118.508 and p-value < 0.000 on the ANOVA suggest that the results of the regression model could not have occurred by chance and that continuous improvement and customer-focus practices jointly and significantly predicted the changes in the dependent variable (marketing performance).

To assess the relative importance and significant contribution of each independent variable on the dependent variable, the coefficients are provided on the table. Accordingly, the total quality management indicators that were jointly measured against marketing performance showed a significant positive contribution in terms of changes in the dependent by their positive coefficients. The multiple regression analysis result showing the multiple regression Coefficients of the two variables are as follows: continuous improvement ($\beta x_1 Ci = 0.511$, p-value = 0.000) and customer focus practice ($\beta x_2 \beta x_2 Cfp = 0.276$, p-value = 0.000). These results, as presented on the coefficient table, can be interpreted that every unit change in any of the independent variables will lead to an increased change in the dependent variable, holding all other factors constant. The resulting multiple regression model reflects this. The proposed multiple regression equation is:

$Y = a_0 + \beta_1 X_1 + \beta_2 X_2 + \ldots e$
$Mp = a_0 + \beta_1 Ci + \beta_2 Cfp \ldots e$
Thus, the resulting multiple regression model is presented as:
$Mp = 0.483 + 0.511 Ci + 0.276 Cfp$

Considering the result of a significant P-value = 0.000 in the ANOVA and coefficient, it is concluded that continuous improvement and customer focus practices do have a joint significant positive influence on the marketing performance of Champion breweries in Uyo, Akwa Ibom State, Nigeria.

Discussion of findings

The study's results indicate a strong positive impact of the predictor factors; continuous improvement and customer-focus techniques, on the criterion variable, marketing performance at Champion Breweries PLC. This suggests that fostering ongoing employee development and maintaining a focus on customer requirements will increase performance and enhance the company's overall marketing effectiveness. This outcome aligns with the research of Kalogiannidis (2021); Ibrahim et al. (2024); Braimah and Omoluabi (2023); Jonah et al. (2018); and Ajayi (2021), who, across various geographical contexts, established a positive and significant correlation between total quality management components and organisational performance. Kunz (2021) asserts that the ongoing enhancement of employee skills and product quality substantially influences sales performance. Indicating that ongoing enhancement is a crucial factor for achieving a successful business outcome. He asserts that when senior management integrates quality operations, it propels sales growth, hence significantly enhancing sales performance.

5. Conclusion and business implications

Based on the findings of this empirical study, it is concluded that there is a significant positive influence of total quality management (TQM) on the marketing performance of Champion breweries plc operating in Uyo, Akwa Ibom State, Nigeria.

Recommendation

The study's findings recommend that manufacturing organisations implement Total Quality Management (TQM) as a management methodology. Furthermore, in light of the significance of strategic marketing in terms of enhancing the quality of products and the performance of organisations, it is of utmost importance for manufacturing companies to implement marketing strategies that are highly effective to continuously expand their customer base, boost sales, and enhance their overall marketing performance.

Suggestion for further studies

This study only focused on total quality management and marketing performance of Champion Breweries PLC. To address these identified limitations and enhance generalisability, future research can include multiple breweries or manufacturing firms across different sectors or regions for comparative analysis. It is also advisable that future studies focus on other TQM practices, such as process-centredness, integrated systems, employee training, and top management commitments, and consequently establishes their impact on organisational performance, most especially in the manufacturing industry.

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