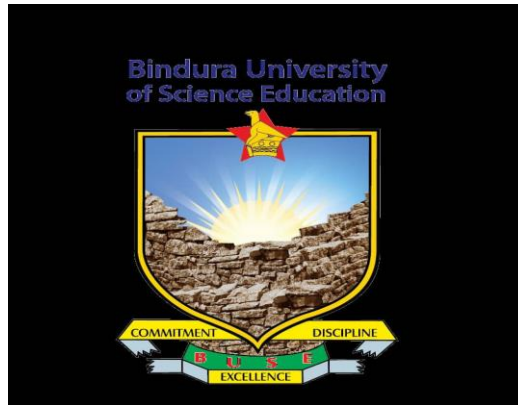


BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE



**AN ASSESSMENT OF THE IMPACT OF QUALITY MANAGEMENT SYSTEMS
ON ORGANISATIONAL PERFORMANCE IN ZIMBABWEAN FOOD
MANUFACTURING INDUSTRY.**

Hellen Zvikomborero Sauta

B200590B

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE BACHELOR OF COMMERCE HONOURS
DEGREE IN PURCHASING AND SUPPLY OF BINDURA UNIVERSITY OF
SCIENCE EDUCATION FACULTY OF COMMERCE**

JUNE 2024

APPROVAL FORM

I, Hellen Zvikomborero Sauta declare that:

- 1 The research reported in this dissertation, except where otherwise indicated,
and is my original research
- 2 This dissertation does not contain other persons' data, pictures, graphs or other
information, unless specifically acknowledged as being sourced from those people
- 3 This dissertation does not contain unacknowledged authors. Where other written
sources have been quoted then:
 1. Their words have been re-written but the general information attributed
to them has been referenced;
 2. Where their exact words have been used, their writing has been
placed inside quotation marks, and referenced.
- 4 This dissertation does not contain text, graphic or tables copied and pasted from
the Internet, unless specifically acknowledged, and the source being detailed in the
dissertation and in the references section.

Signed: _____ **Date** _____

As candidate's Research Supervisor, I agree to the submission of this dissertation for
examination.

Signed: _____ **Date** _____

Department Chairperson

Signed: _____ **Date** _____

RELEASE FORM

NAME

Hellen Zvikomborero Sauta

PROJECT TITLE

An Assessment of the impact of Quality Management Systems
On Organisational Performance In Zimbabwean Food
Manufacturing Industry

PROGRAMME

Bachelor Of Commerce Honours Degree In Purchasing
And Supply

YEAR GRANTED

2024

Permission is hereby granted to the Bindura University
of Science Education library to produce single copies of
this project and lend or sell such copies for private
scholarly or scientific research purposes. The author
reserves other publication and neither the project nor
extensive extracts from it may be printed or otherwise
reproduced without the author's written permission

Author's Signature

Permanent Address

14431 Zengeza 3 Extension Chitungwiza

Date

DEDICATION

I would like to dedicate this research to my parents, Mr and Mrs Sauta, my siblings and my daughter. Your presence in my life is an everlasting pillar of strength and support. Look upon this work with pride.

ABSTRACT

The effectiveness of quality management implementation and how it affects corporate innovation were the main areas of this study. The author was driven to carry out the study based on the

quality and organizational performance of food manufacturing companies because of the study's research background. The poor performance of substandard products and being outperformed by rival businesses. The study aimed to investigate the effects of quality management systems, their influence on organizational performance, and if they provide any added value to the day-to-day operations of businesses. It also included whether or not the application of quality management was changing things for the better for the customers. Research problems were listed out in line with the research questions, and responses were provided the limitations and research area of the study, along with its importance, were discussed in the analysis. The researcher then moved on to the second chapter, where she reviewed the literature on other writers who had either supported or denied ideas based on the topics she was studying. This provided a deeper understanding of the study's explanation. The descriptive study designs, sample sizes, and tools needed to carry out the data gathering process were covered in Chapter 3. There were two sources of data that were used. 10% of the 250 employees and 25% of the 60 largest clients made up the tiny sample size of 35 percent. This included customers, shop flow staff, and management. Questionnaires and interviews were used as instruments for research. The management was the main subject of the interview, with questions pertaining to both customers and employees. The organization's efficiency and the impact of quality management were key issues in the results and items manufactured on the findings. This was done in order to close the gap and draw attention to the problem clarification and study gap in the areas of continuous improvement, quality control results on the organization's image and reputation, earnings, and whether or not customers are satisfied with the given products. The study's conclusion outlines how an organization can experience the benefits of quality management by implementing strategies that improve their knowledge of and understanding of their customers, enable them to practice continuous improvement, and involve all stakeholders in ensuring quality. The research's conclusion, summary, and recommendations were also provided. They stated that the organization should hire highly qualified workers to assure quality, provide ongoing professional training and development for staff, and consistently pursue continuous improvement

ACKNOWLEDGES

I owe special thanks to God and sincerely acknowledge the assistance of my supervisor Ms E Tapfuma for her outmost guidance, direction, patience and support for the duration of this research. This study would not exist without ever valued assistance. I'm sincerely thankful

The National Foods Holdings Harare management and employees are gratefully acknowledged by the researcher for their dedication during the data collection process, sincere appreciation to Mr J Stevens, the executive flour miller for his guidance, conversations and support during the research process.

Finally I would like to thank my parents for their encouragement and support, which has helped me go this far. If it was not for them I would not be where I am today. In addition a particular thank you to Sekai Kajese who has supported me throughout the journey, I'm extremely grateful for her help, advice and mentorship, to name a few. May the Almighty God continue to bless all that comes into contact with your hands

Lastly, I would like to appreciate all my friends Nyasha Micheal and Thandeka for all the support they gave me. Without them the journey would have been unbearable.

Table of contents

APPROVAL FORM.....	I
RELEASE FORM.....	vi
DEDICATION.....	vi
ABSTRACT.....	vi
ACKNOWLEDGES	vi
LISTS OF TABLE	vi
LIST OF FIGURES	vi
LIST OF APPENDICES	vi
ABBREVIATIONS AND ACRONYMS.....	vi
CHAPTER ONE	vi
INTRODUCTION OF THE STUDY	vi
1.0 Introduction	vi
1.1 Background of the study	vi
1.2 Statement of the problem	vi
1.3 Research objectives	vi
1.4 Research questions	vi
1.5 Significance of the study	vi
1.5.1 To Bindura University of Science Education	vi
1.5.2 To National foods Holdings	vi
1.5.3 To the researcher	vi
1.6 Assumptions of the study	vi
1.7 Limitation of the study	vi
1.7.1 Issues of confidentiality	vi
1.7.2 Organizational Constraints	vi
1.8 Definition of the key points.....	vi
1.9 Chapter summary	vi
CHAPTER TWO	vi
LITERATURE REVIEW	vi
2.0 Introduction	vi

2.1 Quality Management Systems.....	vii
2.2 Total Quality Management.....	vii
2.3 The Six Sigma	vii
2.4 QMS ISO Standards	vii
2.5 Culture drivers for Quality Management Systems.....	vii
2.5.1 Process Management	vii
2.5.2 Leadership and Management Commitment.....	vii
2.5.3 Staff Empowerment and effective Communication	vii
2.6 The impact of QMS on overall organisational performance.....	vii
2.6.1 Supplier Relationship	vii
2.6.2 Image and reputation of the organisation	vii
2.6.3 Increase of Profits, revenue and sales.....	vii
2.6.4 Improve in customer satisfaction.....	vii
2.6.5 Improved competitive advantage.....	vii
2.6.6 Expected product design.....	vii
2.7 How customers benefit from Quality Management System	vii
2.8 Loopholes that were being overlooked by the evolution of QMS	vii
2.8.1 Continuous Improvement towards cost saving.....	vii
2.8.2 Involvement of employees for decision making.....	vii
2.8.3 Adequate plan and policies.....	vii
2.8.4 Feedback from customers.....	vii
2.9 Chapter summary	vii
CHAPTER THREE	vii
RESEARCH METHODOLOGY	vii
3.0 Introduction	vii
3.1 Research design.....	vii
3.1.1 Descriptive research	vii
3.2 Population and sample	vii
3.3 Sampling procedure.....	vii
3.3.1 Sampling techniques.....	vii

3.4 Data collection and research contraptions.....	viii
3.4.1 Secondary data.....	viii
3.4.2 Primary data.....	viii
3.5 Research instruments.....	viii
3.5.1 Questionnaire.....	viii
3.5.2 Interviews	viii
3.6 Data collection procedure.....	viii
3.7 Data analysis and presentation	viii
3.9 Ethical considerations	viii
3.10 Chapter summary	viii
CHAPTER FOUR.....	viii
DATA ANALYSIS PRESENTATION AND DISCUSSION	viii
4.0 introduction	viii
4.1 Response rate.....	viii
4.2.1 Demographics.....	viii
4.2.2 Work experience.....	viii
4.3 Effects of QMS on the image of the organization through loyal customers	viii
4.5 Gaps that were overlooked by the evolution.....	viii
4.6 Chapter summary	viii
CHAPTER FIVE	viii
SUMMARY, CONCLUSIONS AND RECCOMMENDATIONS	viii
5.0 Introduction	viii
5.1 Summary of the research.....	viii
5.2 Conclusions	viii
5.2.1 to identify the impact of National Foods Holdings' quality management system on organizational performance	viii
5.2.2 To assess the gaps that the quality management system's evolution has not yet addressed	viii
5.2.3 To recommend how customers benefit from quality management systems.....	viii
5.3 Recommendations	viii
5.3.1 Effects of QMS on the image of the organization through loyal customers	viii

5.3.2 How customers benefit from QMS.....	ix
5.3.3 Gaps that were overlooked by the evolution	ix
5.4 Areas for future study.....	ix
REFERENCES	ix
APPENDIX A.....	ix
APPENDIX B	ix
APPENDIX C	ix

LISTS OF TABLE

Table 2.1 ISO principals and organizational benefit.....	8-9
Table 3.1 Population at National Foods.....	19
Table 4.1 Questionnaire response rate.....	24
Table 4.2 Ages of the employees.....	25
Table 4.3 Work experience.....	25

LIST OF FIGURES

FIGURE	PAGE
FIGURE 4.1 Loyalty level of customers	26
FIGURE 4.2 Benefits to customers	28
FIGURE 4.3 Continuous improvement	29

LIST OF APPENDICES

APPENDIX A	QUESTINEIRS FOR EMPLOYEES.....	44
APPENDIX B	QUSTINEIRES FOR CUSTOMERS.....	47
APPENDIX C	INTERVIEW GUIDE.....	49

ABBREVIATIONS AND ACRONYM

QMS.....Quality Management System

JIT.....Just-In-Time

NFH.....National Foods Holding

TQM.....Total Quality Systems

CHAPTER ONE

INTRODUCTION OF THE STUDY

1.0 Introduction

To guarantee that their goods satisfy the highest standards of quality and safety, food sector organizations must use quality management systems. Quality management systems can lower expenses and boost productivity. Organizations may reduce waste and inefficiencies and save time and money by putting in place processes and procedures that do just that. By continuously producing high-quality goods, QMS can contribute to increased customer satisfaction. Businesses can grow their consumer base and boost revenue. As an introduction, this chapter tries to take readers through the core concepts of the dissertation in a logical manner. The study's goals and historical background, which characterize the nature of the research problem, will be covered by the researcher in this chapter. The problem statement that serves as the foundation for the research will be presented, supported by the research questions that will help the researcher conduct the investigation. This chapter's other components include the research's objectives, assumptions and restrictions, delimitations, significance of the study, definitions of key terminology, and organization

1.1 Background of the study

Throughout history, scholars have made enormous efforts to release the QMS's progress. The earliest examples of quality management systems date back to the 1920s; in Britain, these pioneers called it Operator Quality Control. Feigenbaum (1983) asserts that significant modifications to quality control have occurred throughout the past 20 years. A limited number of workers were in charge of production during the early stage of quality development, and as a result, the product's quality was their responsibility. During the turn of the 20th century, a foreman oversaw a small team of production workers and was ultimately in charge of the product's quality; this role led to the term "foreman quality control."

During the 1900s and 1930s, inspection quality control became popular in the major manufacturing sectors. In essence, this would entail shifting from straightforward end-product checks to the creation of quality plans and procedures with the goal of eradicating faults through the assurance of finished product checks and controls. By 2020, Joseph M. Juran said, the notion of quality management persisted. The above concept's shortcomings and limitations signaled the start of a new phase in 1970.

Philip B. Crosby (1996) hinted at the ongoing evolution of QMS as he promoted a strategy for quality improvement in businesses with zero manufacturing defects to guarantee high-quality products. The costs were exorbitant and the apparently high standards were not as perfect as anticipated. Every member of the organization and every committee was expected to improve quality. In order to assure the process of improvement, the 1980s emphasized a greater emphasis on research by focusing on fewer defective goods and the close collaboration of the entire organization (Ishikawa 1985).

In South Africa, the municipality, which provides services, was formerly the regional provider of the comprehensive quality management system. In South African organizations, it placed a strong focus on teamwork. As per Hasbroek (2004), it has been acknowledged that all stakeholders or corporate players bear the obligation of ensuring that the desired standards of quality, performance, and employee and customer satisfaction are met.

There was study done in Zimbabwe. The findings demonstrated that, as organizations attempted to explore and improve the concept, there was a great deal of interest in quality management in 2014, 2015, and 2016. The findings demonstrated that a lack of top management commitment, incompetence, and unprofessional interpersonal skills with shareholders were the main causes of the QMS implementation failure (Vitalis Basera, Mwenje J., 2019).

These researchers left a gap in the installation of an efficient QMS to guarantee high-quality products, there were no distinct features or clear processes for implementing the continuous improvement process. Ensuring the products' competitive differentiation is contingent upon their ability to satisfy the end consumer. In order to guarantee the caliber of the goods produced, the question of client feedback is crucial.

1.2 Statement of the problem

The proliferation of organizations in the food manufacturing industry operating below expectations there by producing substandard products is rife. The implication of this is that it will cut off human capital, it will prevent continuous improvement and it will lower customer satisfaction in the organization. The overall standard that should be implemented in any organization is a quality management system that uses measurement and other methods to minimize defects and errors in products (Tramontana, 2018). It is possible that the products and services of these organizations are not of satisfactory quality regardless of being registered and certified under quality management systems boards, substandard or constant quality products are produced. It is important for managers to acknowledge that their decisions and actions in implementing tasks can contribute to both commercial and quality outcomes (Evans, 2008).

1.3 Research objectives

The research aimed to attain the following objectives:

- 1.3.1 To identify the impact of National Foods Holdings' quality management system on organizational performance
- 1.3.2 To assess the gaps that the quality management system's evolution has not yet addressed
- 1.3.3 To recommend how customers benefit from quality management systems

1.4 Research questions

With the guidance from the above research objectives, the study's intention is to answer the following questions

- 1.4.1 How does National Food Holdings Limited's organizational performance benefit from its quality management system?
- 1.4.2 What are the gaps in the quality management system that National Food Holdings Limited's current evolution is missing?
- 1.4.3 How do quality management systems help customers?

1.5 Significance of the study

1.5.1 To Bindura University of Science Education

The goal of the study is to provide crucial information and understanding about the effects of implementing quality management systems during the production process, as well as the obstacles to its adoption and potential missed opportunities that could result in subpar products. Other students will find this research useful as a resource, and it will provide additional understanding for academic purposes.

1.5.2 To National foods Holdings

The research is expected to aid National Foods Limited in terms of expanding organizational fulfillment. The study's conclusions must lead to an improvement in the organization's procedures and quality management system execution. The company will be able to close the gaps and loopholes that prevent them from implementing the necessary changes to achieve the intended outcomes of maximizing profits and customer satisfaction.

1.5.3 To the researcher

Through research, the researcher will be able to learn about the consequences of improper quality management system (QMS) implementation as well as the harm that can be done to the organization. Furthermore, the researcher refined their research techniques and gained a thorough understanding of the steps necessary to produce goods of an acceptable quality

1.6 Assumptions of the study

1.6.1 Answers to questionnaires and interviews are honest and consistent with one another.

1.6.2 Permission to enter the organization in order for the researcher to gather the necessary data must be granted

1.6.3 To make the evaluation practical and operational, the researcher anticipates an 80% response.

1.7 Limitation of the study

1.7.1 Issues of confidentiality

While it may be difficult for the researcher to persuade staff members to provide information, they may not be able to provide as much as the researcher had hoped when it comes to organizational confidentiality.

1.7.2 Organizational Constraints

The individuals whose job it is to provide the material under examination may have strict timetables. As a result, the researcher has limited time because she will be asking employees to gather information and perform investigations during lunch and break times.

1.8 Definition of the key points

1.8.1 Quality Management system- It's a management method designed to enhance and guarantee the standards of the goods and services generated and supplied. From easiest inspection in previous decades into quality assurance then finally to complete quality management, the quality management system has undergone transformation. (Lau Andrew WT, 2009)

1.8.2 Six Sigma- It's a method that helps companies find imperfections, waste, variances, and deviations and take the necessary steps to reduce them so that the final product meets standards (Omachonu R. &., 2004).

1.8.3 Total quality management –it is a system of behaviour which embraces all participants in the organization that it, competitors, suppliers, customers, society and the environment as a whole. Anantharaman et al. (2001:344) defines TQM as “an approach for continuously improving the quality of every aspect of business life and, it is never ending process of improvement of individuals, groups of people, and the whole organization”

1.8.4 Organizational Performance- involves the quality or level required of the organization, which, with some financial and informational human resources, successfully places itself in the business community (Contu, 2020)

1.9 Chapter summary

This part of the research is a comprehensive framework of the research into effects of quality management system. It also revealed the reasons why this research is being carried out through its research objectives. It also presented the scope of the study, boundaries and limitations. The next phase is going to appraise the literature crucial on this research.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The preceding chapter mostly concentrated on delineating the research framework, objectives, purpose, and research questions. This chapter will present theories, earlier research, and pertinent literature in order to highlight the research question around the idea of QMS, its use, and its effects on implementation. It is important to talk about the undervaluation of quality management and the well-known quality initiatives, such as Six Sigma, TQM, and ISO 9000.

2.1 Quality Management Systems

The methods, processes, or resources that an organization must implement in order to implement quality are defined as the quality management system. Using random sampling and basic statistics, the early quality insurance systems were narrowly focused on the outcomes of a product in production. The focus shifted in the 20th century as businesses realized there were many factors to take into account in order to ensure quality. These factors included the goal, action plans, management, business, resources, training, production management, process approach, and documentation. Pfeifer (2004) asserts that the emphasis needed to be redirected toward meeting consumer needs through the production of high-quality goods and organizing business procedures in accordance with the necessary quality. It is the delegation of responsibility for process monitors, management representatives, and control. Buildings, the working environment, and human resource management all needed to be addressed.

Numerous establishments have recognized the possibility of upholding the entire Quality Management System (QMS) procedure instead of concentrating on the final output.

2.2 Total Quality Management

Quality inspection, quality control, quality assurance, and quality management are all included in the class that makes up the progression of total quality management (Dahlgaard et al., 2002). According to authors, an organization cannot achieve the goal of total quality management, and there is now no complete agreement on the subject (Yong, 2001). When a QMS is effective, total quality management is typically seen as the pinnacle of strategic achievement. To achieve the long-term goal, TQM must be determined as a long-term operation with a perpetually forward-thinking mindset (Rogers, R.E., 2013). According to Fitriani (2019), TQM execution is split into three stages: planning, execution, and preparation. If properly carried out in conjunction with a commitment from managerial and staff involvement, elements such as ongoing communication and educational improvement (Kumar & Shanmuganathan, 2019).

2.3 The Six Sigma

Six sigma is viewed as a cost-cutting tactic rather than one that raises customer happiness. This is accomplished by cutting back on wastes generated during production. In order to assess earnings after eliminating theft, the six sigma method uses data, measurements, and statistics, which leads to higher revenue and happier customers (Brue, 2006). Most firms' well-being transformed with just a few simple steps to eliminate faults, improve quality, and evaluate operations. Six sigma is proactive; quality is guaranteed prior to products being finalized, making it simple to identify and eliminate subpar results and correct faults, as opposed to reactively repairing flaws after the final product has been produced (Harry & Schroeder, 2000, p. 2).

Six sigma business scorecards, created by Gupta (2004), show improvement by making the leadership responsible for the quality that results from their choices and input. With scorecards, an organization can evaluate its performance based on the procedures it follows. The measurements in the table below 2.1 are critical for identifying areas where performance can be improved by tracking and overseeing the advancement and participation of leadership at every stage of the production process.

2.4 QMS ISO Standards

The International Organization for Standardization is represented by ISO. Generally speaking, it's a management system where businesses run their operations to achieve their goals (ISO). These goals are known by ISO as operational efficiency, environmental performance, commodity or courteous quality, and safety for the well-being of employees in the workplace. In 1987, the ISO 9000 standards were first developed (Ferguson, 1996). According to Aggelogiannopoulos et al. (2007), it serves the objective of providing international standards related to quality systems that are utilized for external quality procedures. By achieving the general requirements, it seeks to guarantee quality assurance and management. The five touchstones that made up the original ISO procession were ISO 9000, 9001, 9002, 9003, and 9004. The standards provide organizations and businesses with direction and resources to guarantee consistent quality management, satisfy consumer expectations, and gain a competitive edge in the marketplace. The ISO defines QMS as coordinated efforts to guide and govern a business with respect to quality (Bell, 2011). In contrast, Goestch and Davis (2005) define a quality management system (QMS) as a collection of all organizational policies, schemes, capabilities, procedures, and commitment, command, and authority accounts that collectively define how quality is managed. ISO 9001 places a high priority on the effectiveness and influence of QMS in meeting customer needs.

It puts more emphasis on satisfying the end user than it does on aspects like occupational health, safety management, and workplace environment (INTRA.ITILTD-India, 2017).

The eight guiding principles of ISO 9001 center on continuous improvement, system and process approach management, customer interaction, leadership input, and so on. By strengthening these areas, the organization benefits, as exemplified below.

Table 2:1 ISO 9001 Principles and organisational benefits

ISO 9001 principle	Organizational benefit
Customer focus	More revenue and a larger market share attained by quickly and flexibly embracing market opportunities. Improved efficiency in the application of resources to raise client contentment. Increased customer loyalty that encourages frequent purchases.
Leadership	Individuals are going to understand and become motivated by the aims and objectives of the business. A consistent approach is taken to look over, align, and carry out the activities.
Involvement of people	Persons who are interested, driven, and dedicated in the organization. People who are ready to take part in and make contributions to ongoing improvement.
Process approach	Reduced expenses and shortened the time it takes by maximizing resource utilization. Enhanced, reliable, and consistent outcomes. Focused and concentrated areas for improvement.
System approach to management	Combining and coordinating the processes that will yield the ideal level outcomes. Ability to concentrate work on the important procedures.
Continual improvement	Gained a competitive edge through enhanced organizational capability. adaptability to act fast when chances arise
Factual approach to decision making	Knowledgeable choices. Improved ability to examine, invalidate, and alter suggestions and opinions.
Mutually beneficial supplier relationship	Improved ability to add value for both sides. Adaptability and quickness of coordinated reactions to fluctuating consumers or market demands and expectations. cost and resource optimization

Source (BSI, 2017)

2.5 Culture drivers for Quality Management Systems

The findings of early studies have shown that there is a connection between the following characteristics and the implementation of total quality management, quality monitoring measurement, and organizational culture practice in the manufacturing organizations that produce food: (1) Operational oversight; (2) Managerial commitment and leadership; and (3) Employee empowerment and effective communication.

2.5.1 Process Management

Daily operations of the organization are the result of systematic and consistent quality monitoring and quality assurance. Zhang and Wijngaard (2000) emphasized that process control of products is the primary element to ensure that the final product meets the specified requirements. Mahmood et al. (2006) corroborate this idea by pointing out that if a firm's activities are aligned with total quality performance drives with the aim of attaining an all-around quality efficiency, management procedures tend to be important in the execution for quality correspondence.

2.5.2 Leadership and Management Commitment

According to McAdam and Kelly (2002), all organizational departments must be included for the QMS to be implemented successfully. The Quality Management System's crucial implementation is regarded as a leadership responsibility. It is frequently brought up that whole management departments do have a bigger say in determining the creation of QMS. According to Ahmed et al. (2005), Everett (2002), and Mahmood et al. (2006), achieving success in QS is a result of a strong commitment to raising product quality, as well as the leadership's maximum guidance based on desired outcomes and standards that must be met to please end users. Dahlgaard (2002) said. Accordingly, it is the responsibility of the leadership to create a welcoming workplace where employees can provide benchmarking project results (Maslach and Leiter 2002). As a result, an organization's cultures reveal its quality management approach. Project managers and higher-level leadership are tightly related in generating a successful result.

2.5.3 Staff Empowerment and effective Communication

Reeves and Bednar (1990) contended that the managerial staff's and human resources' contributions to overall work performance encompass high-quality production results. This provides insight into the organization's culture of quality assurance. When an organization practices a proper art, it creates space for improving a calm environment between management and shop floor people. This allows for two-way communication and accommodates comments on the product's quality (Karathanos 1998). Employees are motivated to strive towards achieving the goal and delivering valuable results when there is a positive work culture that values and recognizes all employees. According to Beskese and Love (2004), the staff leads an organization-wide transition by maintaining a positive outlook. According to Sai, Wong, and Wu (2011), organizational culture elements that give a company its image include goal-setting and achievement, an emphasis on innovation, member engagement and rewards, team orientation, coordination and integration, and performance emphasis.

2.6 The impact of QMS on overall organisational performance

Studies have demonstrated a clear connection between organizational success and the effective implementation of QMS. The benefits of implementing QMS in the company are listed below.

When the organization follows the procedures of the Quality Management System, input costs are reduced, which lowers the unit price of the product. Reducing the cost of unit products gives the company a competitive edge and keeps it in the game by increasing sales and returns on investments (Parvadavardini, Vivek, & Devadasan, 2015).

Previous research has indicated that a quality system element has an effect on the performance of the organization. The majority of successfully operating businesses have adopted ISO as a result of external factors they encounter, such as market-related problems, client requirements and requests, and the ambition to become internationally recognized and outperform rivals in market share.(Yahya and Goh, 2001; Aggelogiannopoulos, et al., 2007). As crucial QMS drivers that affect organizational performance, Tsiotras and Gotzamani emphasized the need for regular reviews after a predetermined amount of time, systematic correction of professional actions and remedies, and a process-focused approach (Tsiotras, 1996).

The ongoing implementation of a Quality Management System (QMS) enhances product quality, boosts output and efficiency, lowers employee attrition, minimizes raw material waste, lowers production costs, and improves customer satisfaction and perceptions of the product relative to competitors. All of these factors give the organization a competitive edge as profit margins rise, resulting in higher sales and revenue.

2.6.1 Supplier Relationship

Building strong ties between the company and its raw material suppliers is made possible by the quality management system. Positive relationships are accommodated by informing the suppliers of the standards, production requirements, and present and future needs to meet demand. According to Ludwig-Becker (1999), when suppliers are informed on QMS requirements, the organization benefits from a mutually beneficial partnership that fosters value addition. Some academics have noted that in the twenty-first century, businesses still depend on their suppliers to guarantee high-quality products (Hoyle D., 2001).

2.6.2 Image and reputation of the organisation

A company's good deeds result in its image and reputation. When implemented correctly, quality management systems enhance a company's reputation and recognition in both domestic and international markets (Tang S. and Kam C., 1999). Raising customer confidence and how customers perceive the company's products in comparison to those of their rivals are two ways that the company can be identified. Businesses can generate a beneficial influence on their business and gain a competitive advantage by implementing their quality systems proactively, which guarantees the production of high-quality products and enhances the organization's reputation (Formoso, 2011).

2.6.3 Increase of Profits, revenue and sales

An organization's profitability, income, and sales all increase when a QMS is implemented. According to Herrera, Mendoza, and Morelos (2011), the company must oversee and manage its operations. This enhances the organizational cultures and lowers the financial risks the company suffers. If the company keeps up the QMS implementation, less wastes will need to be rectified, which would save expenses. An increase in revenue and a decrease in expenses are the results of

a well-managed quality management system. This includes collecting net profits, firm sales, costs, returns on investments, and capital from owners (Falicoff, 1997). Similarly, O'Neill (2016) contends that quality management yields a higher financial performance benefit.

2.6.4 Improve in customer satisfaction

Zaramdini (2007) asserts that after adhering to and meeting customers' demands, lowering complaints and claims, and putting quality management systems in place, consumers are completely happy. By raising the quality of the goods, QMS satisfies consumer desires. et al., Singles (2001). Employee happiness, which is demonstrated by their friendliness, empathy, and ability to provide quality services, leads to customer satisfaction. The goal of six sigma, which emphasizes product delivery to customers on time and the caliber of goods and services provided, is linked to another consumer satisfaction attained via the application of quality management systems (Arauz & Suzuki 2004).

2.6.5 Improved competitive advantage

According to Vellojin (2006), a company's ability to create and serve customers beyond the costs incurred by the company is what gives it a competitive advantage. A corporation gains a competitive edge when it can accomplish what its rivals are unable to: please customers, respond to their requirements more quickly and efficiently, and offer valued products at reasonable prices. Companies that do this have the opportunity to map their name internationally on markets. According to Tari-Guillo (2000), customers' perceptions of quality when goods and services are provided are another factor in gaining a competitive edge. According to Rodriguez-Escobar (2006), a quality management system fosters innovation within the organization by facilitating goal- and objective-achievement and reviewing procedures that maintain corporate operations.

2.6.6 Expected product design

According to Yusr et al. (2017), it is obvious that manufacturing businesses collaborate with quality assurance and management systems to create high-quality products and innovative outcomes. The organization concentrates on releasing products in accordance with client

expectations. Van Trang (2020) mentioned that learning about what customers want helps to improve quality. According to Ortiz (2013), an organization can achieve a desired product design by means of innovation, ongoing competitive analysis, and an emphasis on product distinctiveness.

2.7 How customers benefit from Quality Management System

Customers gain from quality management systems, and businesses rely on their clientele. Customers' satisfaction is a necessary condition for confirming the efficacy and efficiency of quality management systems, according to Vouzas and Gotzamani (2004). The provision of the precise goods in accordance with the customer's legitimate specifications is made possible by the QMS. High-quality items are supplied to customers, as stated by Awan and Bhatti (2003). Customers receive better services with QMS, and JIT (Just in Time) deliveries ensure that their goods are delivered on schedule (Omachonu V. a., 1994). Handling and resolving client complaints and claims leads to increased consumer satisfaction (Zaramdini, 2007). Lo & Chang (2007) listed the following four criteria as what customers should expect: reasonable prices, excellent customer service, high-quality goods, and a sense of being valued and safe.

2.8 Loopholes that were being overlooked by the evolution of QMS

2.8.1 Continuous Improvement towards cost saving

The term "continuous improvement" describes the ongoing assessment and correction of processes through the application of improved techniques (Fuentes-Fuentes et al, 2004). Dyne (1994) provided more support for the idea that customer happiness can be attained by ongoing process improvement based on the results of a good or service. In order to maintain quality, continuous improvement necessitates ongoing examination of the cycles of goal-setting, action-taking, and process assessment. Oakland (1993) asserts that when the process is evaluated, a motivated group of workers will emerge who are eager to learn and apply creative ideas and who are committed to enhancing their behavior. The emphasis of total quality management is primarily on the degree of staff engagement to planning, decision-making, and ongoing process improvement throughout all production phases. The ongoing search for methods to enhance quality while end users are not present, with the goal of locating and minimizing errors caused

and fixing them, was further elucidated by Stahl, J. (1995). Juergnsen (2000) contends that a collection of ongoing successes, decreased failure rates, and all related expenses constitutes continuous improvement. Other experts have noted that continual improvement only manages to save costs and expenses while still achieving the necessary level of perfection in products and services. Conformance of products, or how well a product satisfies defined requirements, is one way to measure the cost of quality. The expenses of non-conformity and conformance are added here. In order to prevent subpar quality, conformance costs are covered, such as those associated with quality assessment and product inspection. Uncured costs arising from product or service default that require redoing and refunds are known as non-conformance costs. Dale and Plunkett (1995) proposed that through continuous improvement, an organization should develop policies, strategies, and tactics that reduce costs like product failure.

2.8.2 Involvement of employees for decision making

It is crucial for organizations to take their workforce into account when making decisions. An organization's leadership should foster an atmosphere where workers feel free to voice their opinions about the development and productivity of the company (Myeni, 2010). According to Hoyle (2001), an organization cannot effectively plan if it does not take into account the role that personnel play in the execution of quality control. As a result, resources ought to be provided for them. Workers are afforded an opportunity to engage with clients, providing necessary services and obtaining input from them in the process. This information aids in decision-making and informs the company of whether or not its offerings are being appreciated by its clientele. According to Kaziliunas (2010), in order for the effectiveness of the quality management system to be observed, it must be focused internally to inspire staff members, which in turn affects how they operate.

2.8.3 Adequate plan and policies

According to Tsim et al. (2002), "the application of a system of processes within an organization, together with the identification and interactions of these processes and their management" is the definition of the plan and policies approach management process. Results are obtained as desired by the corporation when resources and activities inside the organization are handled according to

processes (Ludwig-Baker, 1999). The organization must maintain clearly defined objectives, aims, goals, and the purpose to achieve the intended goal in order to implement an adequate strategy and organizational policies. The outcomes should satisfy the organization so that the efficacy and efficiency of the process may be continuously assessed, evaluated, and improved. In order to achieve targets, objectives, and goals, the organization must recognize, comprehend, and manage interrelated processes as well as create policies and procedures that improve the effectiveness and efficiency of the business (Bamber C., 2000).

2.8.4 Feedback from customers

In order to guarantee quality, input from clients and end users is more crucial. Van Trang & Do's (2020) quality assurance is predicated on a basic comprehension and knowledge of client expectations, catering to the requirements and desires of patrons. In order to find out if customers are satisfied with the goods and services being provided, the company must ask for feedback from them. These comments ought to be written down and recorded. Products and services are improved by comparing their degrees of timeliness and methods of meeting end-user needs to previously established documented criteria. 2008 saw Aguirre-Gas.

2.9 Chapter summary

This chapter's main focus was on reviewing earlier scholarly works and studies by other authors that were informed by the goals of the study on the effects of the quality management system. The researcher was providing insights on the perspectives of other researchers regarding the study. The study's knowledge gaps and areas of concern were based on the food manufacturing sector. The research approach will be covered in the upcoming chapter.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The research design used in the study was descriptive, that is to learn more about National Foods Limited's Quality Management System. The research structure, target population and sample collection techniques, data presentation, validity and reliability, and a number of other agendas were carried out. Before analyzing the answers, this chapter describes the whole process. Primary data from both structured and unstructured questionnaires, as well as secondary data from journals and sources, were used to help the process

3.1 Research design

For the survey, the researcher used a descriptive design. According to Farthing (2015), while using a descriptive design, the researcher can only provide feedback on what has already happened or is now happening, the researcher have no control over the factors being studied. This involves concentrating on a number of respondents, such as the management, staff members, and customers, obtaining data from them about the activities related to the quality management system's procedures. Research technique is defined by Sanders et al. (2015) as a compilation of records and their evaluated, interpreted data. According to Saunders, Lewis, and Thornhill (2009), a study's design outlines an overall strategy for answering research questions, gathering the necessary data, and justifying the methodologies to be applied. According to Creswell (2019), there are three different kinds of research designs which are mixed methods, qualitative, and quantitative. In qualitative methods, questions are interpreted in exactly the same way as in quantitative methods, which verify theories by assessing relationships between variables. A mixed method includes both qualitative and quantitative techniques.

3.1.1 Descriptive research

Descriptive research, according to Kotler and Armstrong (2004), is a marketing tactic used to draw attention to market conditions and obstacles, such as measuring consumer attitudes toward

specific products or services or demographics. Given that the market conditions are exact since they arise naturally. According to this study, descriptive research as it serves its purpose it is used to provide a visual representation of the impact of QMS on organizational performance.

The goal of the descriptive study approach was to determine the impact of employee recognition and leadership involvement in maintaining quality at National Foods. The organization's performance, or its returns and earnings, as well as customer satisfaction and product quality were the main areas of focus. The researcher used descriptive research because it allows for the use of surveys, case studies, and historical records of the organization to identify trends in sales and production. This allows for a wide range of various approaches to be used.

3.2 Population and sample

This is the exact number of people that were taken into account in the study for which data is required. The National Foods employees and their customers served as the study's respondents. Population is defined by Saunders et al. (2017) as human groups, society, and business. The intended sample of people who were interviewed from the organization's aforementioned departments is displayed in the table below. The researcher used 40 respondents in all, including 15 customers, 25 staff, and the management.

Table 3.1 shows the population at National Foods

Customers	15
Employees	10
Management	15
Total population	40

3.3 Sampling procedure

Sampling is defined as selecting a certain number of participants from a group of persons who share a common study subject (Hair, 2003). Thus, selecting representatives from a crowd is what sampling entails

3.3.1 Sampling techniques

In order to organize an appropriate sample from the drawn population for the population under study with the mutual abilities, sampling procedures are required Patrick (2000). Utilizing a probabilistic sampling technique, all members of the population were included. This ensures that each respondent has an equal probability of being selected. To choose respondents, the study used stratified random sampling as well as to simple random sampling. Wilson (2006) defines stratified random sampling as a probabilistic sampling technique where a population sample is chosen and must include likely respondents from each of the major population divisions. A representative sample size was chosen from the production, marketing, and quality control departments. The main objective of employing stratified random selection is to control the potential for bias and prevent discrimination based on factors like race and social status. Additionally, because simple random sampling offered each participant an equal chance of being chosen, the researcher was able to quickly assemble a receptive group and collect data from suitable respondents.

3.4 Data collection and research contraptions

3.4.1 Secondary data

Data that can be easily recoded in documents to match the issue at hand is referred to as secondary information. According to Saunders, (2009) secondary data is defined as information that was originally recorded for another reason but is currently being used to complete a project. The researcher used the internet, factory newsletters, and National Foods records as external sources. Employee query files, customer databases, annual reports on sales, production, and

returns, and customer complaints files are used as internal sources. The majority of the questions that needed to be answered about how the QMS affected National Foods' performance were examined by secondary data. Secondary data is readily available and provides an overview of the entire organization.

3.4.2 Primary data

(Saunders, 2009) underlined that primary data is acquired with particular purpose for the ongoing research project. By doing this, the researcher gathers unprocessed data that is then further evaluated and presented in an understandable manner to make it meaningful. Both the interviews and the questionnaire were utilized. In structured interviews, participants are given instructions on how to emphasize their information and are also able to read the emotional content they choose to share. The questionnaire was preferred by the researcher because it had structured questions that allowed respondents to specifically address the topics being discussed.

3.5 Research instruments

According to Hair et al. (2003), research instruments are tools used to gather information, identify problems, and find answers to the issues that are the subject of relevant study. Questionnaires and interviews were utilized by the researcher to gather relevant data on the effect of QMS on organizational performance for National Foods.

3.5.1 Questionnaire

According to Towers (2004), questionnaires are a type of research instrument in which participants are provided with a form containing a series of questions related to the topic of investigation. Both closed-ended and open-ended questions were included in the questionnaire design. It encourages dialogue and input from both employees as well as customers. Open-ended questions allowed respondents to expand on their answers without restricting what they had to say. Closed-ended questions are time-efficient because they provide respondents with the option to choose the most accurate response from the options provided. The respondent stays on topic when answering questions because they are simple to administer, questionnaires make it easier for researchers to put together findings.

3.5.2 Interviews

According to Cooper et al. (2003), an interview is a means of communication between the interviewer and the interviewee, with the interviewer structuring the discussion for gathering information from the interviewee. Through interviews with management, the researcher was able to gather information about QMS ISO 9000 and the leadership's role in boosting employee morale inside the organization in order to achieve the required standard quality. Interviews were used since they allowed the researcher to get more information from the participants and to interpret their facial expressions. Inquiries were asked in order to gather further information. Obtaining more precise information was greatly aided by this strategy. In order to keep the respondent focused and minimize boredom, the interviews were limited to 10 minutes or less in order to gather first-hand information. The researcher scheduled a time to interview with National Foods in advance. Written records were created using the information gathered from the interviews

3.6 Data collection procedure

A sample size of questionnaires was distributed. Customers and National Foods staff were selected up and left off at the researcher's location after the respondents were given a specific amount of time to complete the surveys. Interviews with staff members and management were scheduled. The researcher initially contacted the respondents to schedule appointments so that they might have more time. The nine questions on the management interview guide were prepared. The list of questions helped the researcher to steer clear of imposing inquiries that had no impact on the actual investigation being studied.

3.7 Data analysis and presentation

The process of converting collected data into sets of assumptions is known as data analysis. Following data gathering, the researcher used tables, histograms, and pie charts to provide clear presentations of the findings

3.8 Validity and reliability

Triangulation, as defined by Saunders (2009), is a research strategy in which multiple data gathering methods are used inside a single location. Utilizing the triangulation method will help ensure that the information obtained is authentic. Validity takes into account the extent to which the research instruments are helping the researcher achieve the desired outcome. The researcher employed interviews and questionnaires that were related to both a qualitative and quantitative methodology. Reliability, according to Smith et al. (2009), is the extent to which a researcher gathers data in order to generate consistent results using their own techniques and analysis

3.9 Ethical considerations

In order to obtain fair information, the researcher prevented from pressuring respondents as a result, appropriate data was obtained. The confidentiality of the information shared by other respondents was protected to prevent stealing already-existing data. The researcher interviewed each respondent equally based on their opinions, without taking into account the various religions of the personnel. In order to protect names and true roles inside the organization, the researcher stayed away from political environments and avoided inciting fear or anything delicate. The two instruments interviews and a questionnaire were used to gather real data and provide each responder a chance to express their opinions.

3.10 Chapter summary

This chapter addressed study methodology, with particular attention paid to the research strategy, sampling methods and processes, and research instruments utilized in the analysis of the data gathered. This chapter also included presentations on the information gatherer's ethics, validity, dependability, and authentication. The data and the information acquired are analyzed and presented in their most basic form in the upcoming chapter.

CHAPTER FOUR

DATA ANALYSIS PRESENTATION AND DISCUSSION

4.0 introduction

Data analysis from questionnaires as well as interviews is presented in the upcoming chapter. This focuses on the data analysis, presentation, and interpretation of the accumulated results of the data collection. To offer an overview of the data, the researcher worked with tables, bar graphs, pie charts, and line graphs.

4.1 Response rate

In a bid to collect 40 questionnaires in total of 25 for the employees and 15 for the customers the researcher gave questionnaires to both National Foods staff members and customers. Reaction rates evolved to 3/3 (100%) in interviews and 39/40 (98%) in questionnaires.

Table 4.1 Questioner response rate

RESPONDANCE	RETURNED	QUESTINNAIRE DISTRIBUTION	%RESPONDANCE
CUSTOMERS	14	15	93
EMPLOYEES	25	25	100
TOTAL	39	40	98

Table 4.1 illustrates that 98% of the responses were collected by the analyzer. The workers had a greater response rate (100%). This was due to the employees' apparent interest in the study on the impact on the performance of their company as well as the researcher's use of a manageable sample size, which made it simple to plan out the questionnaires until collection. Due to the study's greater focus on organizational performance and the gap within customers and employees,

the response rate from customers was lower (93%) than that of employees who were in the same area.

4.2.1 Demographics

Table 4.2. Ages of the employees

AGE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AGES OF 18-30	3	12	12	12
	AGES OF 31-40	10	40	40	52
	AGES 41-50	7	28	28	80
	OLDER THAN 51	5	20	20	100
	Total	25	100	100	

Source: Spss data output (2024)

12% of respondents are 30 years of age or younger, and 40% of respondents are between the ages of 31 and 40, according to the primary data collected. Further information from the respondents revealed that they are in the 41–49 age range, with 50 years and older making up the final group. Respondents may have unique values, ways of thinking, and critical thinking, according to the facts gathered from them.

4.2.2 Work experience

Table 4.3

WORK EXPERIENCE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 YEARS	6	24	24	24
	6-10 YEARS	11	44	44	68
	11 AND ABOVE	8	32	32	100
	Total	25	100	100	

Source: Spss data output (2024)

The experience of those employed at National Foods Holdings is displayed in the table above. Workers in the workshop flow as well as the supervisory staff are included. According to the research, 24% of the staff members have been with the company for one to five years. Since 44% of the workforce has been employed for six years or longer, they have extensive knowledge on the impact of previous achievements on quality. 32% of the workforce has been with National Foods for more than 11 years. They possess a wealth of knowledge regarding their current operations, tactics they have implemented, and a greater understanding about the data needed for the study.

4.3 Effects of QMS on the image of the organization through loyal customers

In order to measure the customers' loyalty to National Foods over its rivals, other food manufacturing companies, and questions were posed based on their consistent pattern of product purchases.

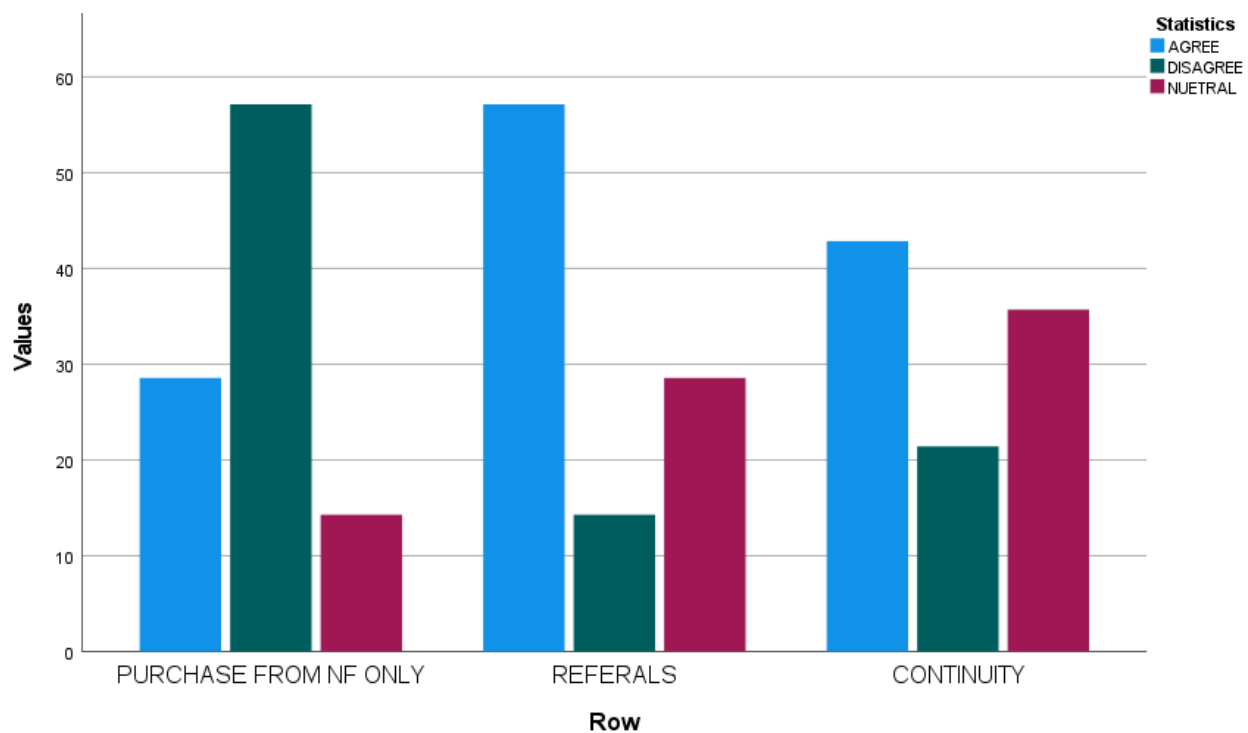


Fig 4.1 level of consumer loyalty of National Foods Holdings clients

Source: Spss data output (2024)

As illustrated in Fig. 4.1 above, 10 out of 14 respondents indicated that they agreed to recommend National Foods to other customers, 28% said they had a neutral opinion about referrals, and 14% disagreed, due to the company's slow response to their requests and complaints as well as the provision of poor products as reasons. Only 28% of respondents agreed to buy from the company, and 59% disagreed, primarily because there have been occasions when the company's products are unavailable or largely out of stock. Nevertheless 43% of respondents stated that they would keep using National Foods as their supplier as long as they are satisfied with the services and goods offered in accordance with their requirements and the specifications of the things needed. Customer feedback indicating their satisfaction and recommendations of the company to other prospective buyers demonstrate National Foods' capacity to apply quality management methods. The ongoing practice of purchasing goods from the same company demonstrates that clients are growing devoted to it, which in turn gives them a positive impression of the business.

Clients can be satisfied and yet be disloyal, according to Griffin (1995), a claim backed by other researchers. No referrals to other prospective purchasers are allowed, and customers can still purchase from other vendors. As more customers refer other customers to National Foods, the study's findings indicate that a higher proportion of repeat customers are loyal to the company and provide a positive impression of it.

4.4 How customers benefit from QMS

Customers were given questionnaires to complete regarding their satisfaction with the goods and services they received from National Foods Holdings and how they are using the quality management system. Based on the degree of client satisfaction, whether their needs are met right away, whether their complaints have been addressed, and whether the company is fulfilling their unique needs, questions were put forward.

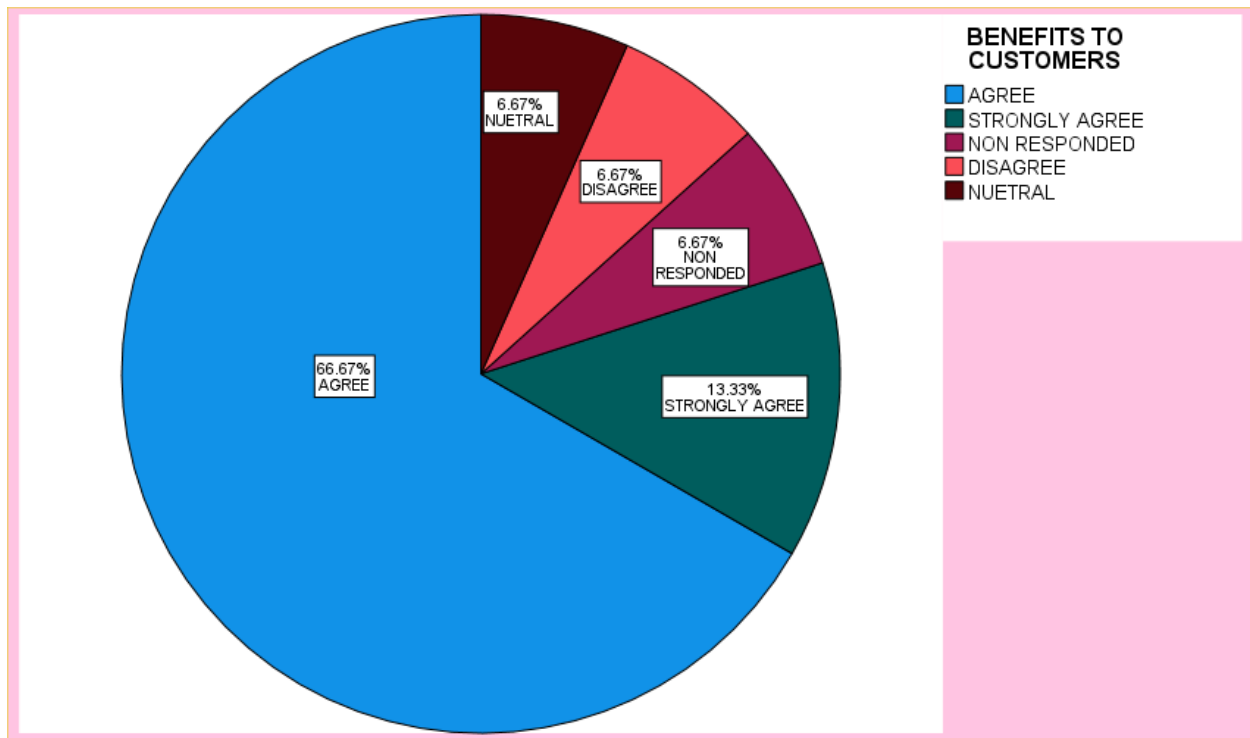


Fig 4.2 Benefits of customers from quality management system

Source: Spss data output (2024)

According to the research, 13% of customers firmly agreed that the company's quality management system benefits them. This is a result of their needs being met to their satisfaction and specifications, which has made them satisfied customers of the company. 67% of customers agreed that the company's initiatives had benefited them since their orders were fulfilled at the appropriate time, location, and form. Regarding whether they were benefiting or not, 7% of respondents had no opinion. Furthermore, 7% of the population disagreed that the organization's implementation of a quality management system benefits them. This resulted from their complaints going unanswered and the products being unavailable when customers needed them. There are more products being returned for reworks or defects, which slows down customer procedures and causes unhappiness. As a result, other customers do not benefit from the use of quality management systems.

4.5 Gaps that were overlooked by the evolution

Questions from the questionnaire and interview were addressed by the management and staff. In order to communicate the facts and provide a more thorough study of the impact of reducing costs along with continual improvement, secondary data has been used.

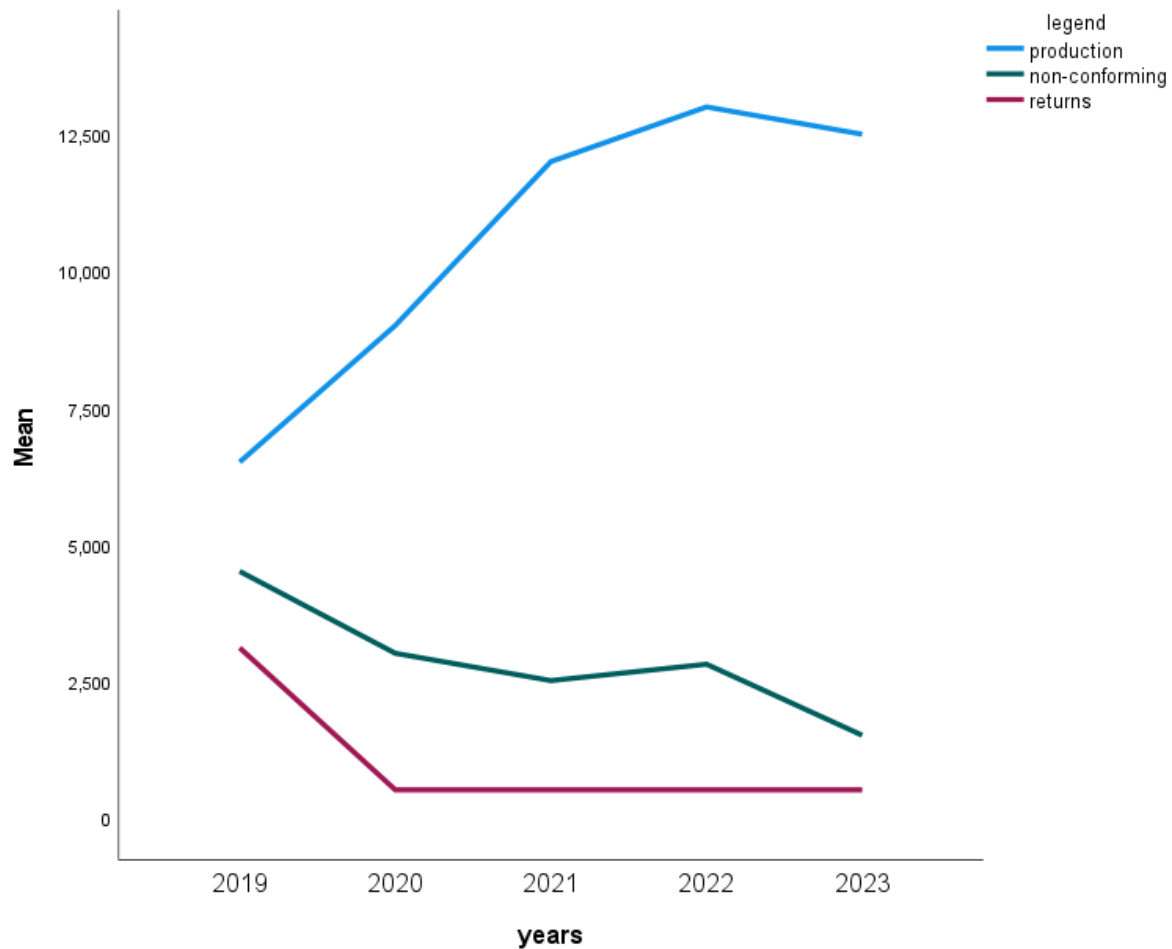


Fig 4.3 National Food Holdings yearly production cost analysis report: Gloria Flour Product

Source: Spss data output (2024)

Figure 4.3 displays the annual production costs, reworks charges, and the earnings from manufactured and sold product. The secondary data came from Gloria flour, one of the main product produced by National Foods Holdings. From 6500 tonnes in 2019 to 9000 tonnes in 2019, the production increased. Due to the implementation of strategies, plans, and policies for continuous improvement, the reworks decreased from 4500 by 1500 tonnes in 2019 to 3000 tonnes in 2020, and then decreased continuously from 2020 to 2022, while decreasing again from 3000 tonnes to 1500 tonnes in 2023 by 1500 tonnes. Maintaining and continuously training employees on quality management also had an impact on this decrease. The associated returns for this period fell from 3100 tonnes in 2019 and stayed steady until 2021, when they fell to 2100 tonnes and then steadily to 2000 tonnes until 2022. This decline was primarily caused by the company's strong emphasis on upholding customer-satisfying standards. Production increased between 2020 and 2022 as a result of high demand. The yearly report stated that the Covid-19 shutdown caused a rise in demand for home baking, which in turn led to an increase in production. Production gradually decreased to approximately 12,500 tonnes after 2022 since customers were free to buy from providers other than National Foods. The development indicates that even though production was rising, the corresponding returns of defective goods and reworks were falling as a result of adopting quality control and continuously improvement in the ability of the business to identify the base causes of defects, training staff members and inspiring them to work hard, and hiring a much more skilled workforce. The management stressed in the interviews that secondary data should be authentic and that leadership and staff should be committed to achieving results like fewer product defects, creating an environment that supports quality management advancement, and putting first customers.

The management concluded from the data's findings that the organization continuously improves since the organization's uncured costs are relatively low. The management admitted that since adopting ISO 9001:2015 and incorporating it into their daily operations, they had reduced expenses and costs associated with reworks and product returns because of flaws. In order to guarantee continual progress, the organization modified its approaches. These included hiring highly qualified individuals to conduct audits, upgrading tools and machinery, creating plans and

rules, providing ongoing professional training, and involving staff members in decision-making. The management decided to focus on increasing employee morale, productivity, and attracting more customers to become loyal in addition to satisfying current ones. Although the management of the company acknowledges that not all of the initiatives that were put in place like providing staff with ongoing professional training and updating the machinery since the processes were expensive were successful. On the other hand, as demonstrated by Banker et al. (1993), the organization has profited from continuous improvement by lowering reworks and returns of defective items. Water scarcity and power outages were two things that prevented the organization from implementing continuous improvement and undermining the plans. Due to the production process being slowed down by these causes, a large number of defects and substandard items would be generated. A sizable water supply reservoir tank was installed by the organization to accommodate all production needs in order to get around the water scarcity constraint. Additionally, the business installed solar plants on the company's property to provide a steady source of electricity. This enabled the business to boost output and provide services to clients on schedule. Machinery could occasionally slow down a steady pace of production, therefore they imported spare parts to their warehouse for quick and simple fixes. Although the outcomes were commendable and successful prior to the present, the management noted that implementing a quality management system and continual improvement was expensive.

4.6 Chapter summary

Data from National Foods and its customers were gathered, and this chapter gave the data and analysis of that data. To give a relevant study, the data were represented in an easy-to-understand manner using pie charts, tables, and graphs based on the obtained findings. Additionally, various literature reviews on the impact of applying quality management on organizational performance served as the basis for the findings.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The three elements of this chapter include a summary, conclusions, and recommendations about the impact of quality management systems on National Foods Holdings Limited. This study sought to identify the primary findings that aligned with the research question and objectives, outlining the impact of quality management on organizational production, the advantages it offers customers, and the gaps and weaknesses that the organization must address to use quality management systems to achieve a desired outcome. As a result, conclusions were made from the data acquired for the study, and suggestions were made using the data as well as secondary sources.

5.1 Summary of the research

The main focus of this research was the impact of quality management system processes on an organization's performance or overall well-being. The main objective of the study was to investigate these objectives.

- To identify the impact of National Foods Holdings' quality management system on organizational performance
- To assess the gaps that the quality management system's evolution has not yet addressed
- To recommend how customers benefit from quality management systems

The researcher's targeted outcome was achieved. Results were obtained from primary and secondary data sources, and authors' supporting documentation was also gathered. Despite the unsatisfactory outcome of customers, they also acknowledged that National Foods Holdings meets their needs as necessary.

The study demonstrated that a well-executed quality management system may benefit both the company and its clients. More expenditures and expenses may be incurred if this method is mismanaged and produces unsatisfactory outcomes, including defects, product reworks, product returns from customers, high waste rates, low earnings, and low employee morale. The study also demonstrated that, in terms of ISO 9001:2015, it is the responsibility of all organization members to create a barrier of high standards for goods and services. The ability to correct errors improved the organization's image and reputation and raised sales, earnings, and income. Additionally, continual improvement increased the number of customers who continued to purchase from the organization and increased the number of new customers who came through referrals. Because reworks and customer returns of defective products were minimized, costs and expenses were decreased.

Additionally, the results demonstrated that customers were happy with the products. Furthermore, the findings indicate that 67% of the participants agreed that quality management systems are critical to maintaining and satisfying customers. Customer satisfaction and retention are good indicators of an organization's effectiveness since they show that the customers are satisfied with the goods and services the company offers because there have been no alterations to the products and services given before or after the introduction of the quality management system, 7% of respondents were neutral to the idea that it benefits customers. The other 5% of respondents disagreed that the QMS was beneficial, however this was because their complaints and feedback were ignored or did not receive the attention they expected.

5.2 Conclusions

The findings' conclusion is that, when applied properly, quality management systems can improve an organization's performance. Setting up a plan of general strategies, approaches, and policies that are focused on the goals and mission of the organization is one of the essential principles to achieving the best results on the quality management system, which can lead to a favourable conclusion or the failure of the organization. To achieve the same aim and purpose, the organization's leadership and all members must devote themselves fully to the task at hand. Customers of National Foods Holdings remarked that the company satisfies them by offering genuine services and goods. Employee morale is raised by the organization's consideration of

them in decision-making processes, which is further evidence of this. Employee satisfaction and increased confidence allow them to provide the finest services to clients, which is the organization's primary goal and the driving force for the adoption of quality management systems.

5.2.1 to identify the impact of National Foods Holdings' quality management system on organizational performance

At National Foods, organizational performance has an impact on qualities that make the company stronger than its rivals. Quality management systems were implemented by the organization in order to differentiate itself. Loyal customers contributed to the organization's positive reputation and image as a result of the positive benefits of quality management. 58% of consumers acknowledged that they recommend National Foods Holdings to other consumers. This demonstrates their endorsement of the company's offerings in terms of pricing, services, and product. By recommending several customers and retailers to purchase from the company, the company enhances its reputation. Excellent customer service, going above and beyond for customers, and a decrease in complaints all contribute to a positive company reputation and increase the likelihood of the organization's growth and expansion. A majority of the customers, specifically 63%, expressed their intention to stick with the company and make their purchases only from National Foods. By doing this, the company's standing grows, it captures a significant portion of the market, and it is mapped out globally. Brea (2015) has emphasized certain aspects that support the outcome.

5.2.2 To assess the gaps that the quality management system's evolution has not yet addressed

The company has succeeded in implementing continuous improvement to a greater degree. The principles that must be addressed for the system to function well were left out as quality management evolved. Constant development in the direction of cost reduction. By implementing an ongoing process to correct errors, bring products up to proper and expected standards, attend to customer needs, and exercise due diligence in response to requests, complaints, and needs from customers. By implementing JIT (just-in-time) order delivery to minimize warehouse costs

and reduce returns and reworks of defective products, the organization has benefited from adopting ISO 9001:2015, which has improved worker engagement and performance. According to secondary data that the management further validated, production has improved in 2019 while returns and Changes were less common. According to Bhuiyan (2005), the organization was effective in adopting continuous improvement, as evidenced by the findings. Total quality management and continuous improvement allow for cost minimization, profit maximization, and the achievement of the necessary standards for goods and services

5.2.3 To recommend how customers benefit from quality management systems

Customers of National Foods are benefiting from the quality management systems that is according to the results, 67% of the customers agreed that they were, and this is obvious in their needs and the prompt, customized resolution of their concerns. Twelve percent of respondents disagreed that they were getting benefits and said they buy from suppliers other than National Foods because they are valued by the company and cannot obtain the security, dependability, and affordability they need. Consumers need to have their needs and desires met when they need them. Retailers lose their loyal customers as a result of delays, reworks, and returns that impede their economic success. Since National Foods is their supplier, the majority of clients concurred that the quality management system had helped them because their orders were delivered on schedule, in the expected condition, at the designated location, and at a reasonable cost. Lo & Chang (2007) provided support for the findings by mentioning four concepts that represent what customers expect: a decent product, excellent service, an affordable price, and a sense of being cherished and appreciate

5.3 Recommendations

5.3.1 Effects of QMS on the image of the organization through loyal customers

It is recommended that management appoint or retain competent workers who possess the necessary expertise to deliver high-quality products and services to clients. In order to preserve the organization's reputation, attract new customers, increase sales and profits, improve ties with suppliers, achieve the desired product design, and, most importantly, achieve customer satisfaction, these qualified employees must make sure that customers receive their deliveries

according to specifications and address their complaints. Consequently, via strengthening brand value, encouraging consumer advocacy, and continuously attending to customer demands. National Foods can enhance its reputation in the industry and cultivate a devoted clientele.

5.3.2 How customers benefit from QMS

It is advised that the business react quickly to complaints from customers. Prompt replies demonstrate the company's commitment to addressing and resolving the issues raised. The company needs to carry out an extensive investigation to find the underlying reasons of the problems that are causing the complaints from customers. To identify areas for improvement, this might include analysing the production procedures, inventory management, including the complete supply chain. Furthermore, it is advised that better communication strengthens client relations in relation to product accessibility. It is possible to control customer demands and avoid disappointments by being transparent about stock levels and anticipated delays. An organization must establish a set of general guidelines, plans, rules, and strategies that must be followed in order to reduce errors and serve as a guide for producing the necessary quality of products. To outperform the competition, these strategies should provide wiggle room for innovation and acceptance of fresh concepts. Inspections should be conducted pro-actively to reduce flaws even after products have been manufactured

5.3.3 Gaps that were overlooked by the evolution

The researcher suggests that the company should support its staff members' access to ongoing professional development opportunities. This approach supports staff members' motivation and constant awareness of the quality management system and how performance affects the organization. This helps the organization achieve its vision, purpose, objectives, aims, and goals. For all members of the organization to have a shared goal and interest, teamwork, employee involvement, and leadership commitment should be highly valued. In order to encourage staff members and give them a sense of consideration and belonging inside the company, managers should adopt a style of management that allows all staff members to participate in decision-making. As a result, people improvement, process improvement, and product improvement are all included in continuous improvement. It includes locating, evaluating, and making

improvements to a range of procedures, goods, and services in addition to improving the abilities and understanding of those who provide such goods and services.

5.4 Areas for future study

If properly implemented, the quality management system has a positive and efficient impact on the organization. If the idea is well received, waste can be reduced and jobs can be generated, which will benefit the company, its clients, and society as a whole. Since this study is not definitive, more research can be done on the impact of important quality management concepts, such as ISO 9000:2015, lean six sigma, and comprehensive quality management, and how they affect a company's production.

REFERENCES

- Aggelogiannopoulos, D. D. (2007). Implementation of a quality management system (QMS) according to the ISO 9000 family in a Greek small-sized winery:.. *A case study. Food Control*, 18(9), pp, 1077-1085.
- Aguirre-Gas, H. (2008). Sistema ISO 9000 evaluación de la calidad de la atención médica. *Revista Cirugía y Cirujanos*,.
- Ahmed, S. M. (2005). A comparison of quality management systems in the construction industries of Hong Kong and the USA. *International Journal of Quality & Reliability Management* , 22 (2):149-161.
- Anantharaman, R. N. (2001). *A conceptual model for total quality management in service organisations*. *Total Quality Management*,12(3): 343-363.
- Ananthram, R. N. (2001). *A conceptual model for total quality management in service organisations*. *Total Quality Management* .
- Andrle, J. (1994). Total Quality Management in Public Transportation',. *Research Result Digest*, 3, , pp 1-33.
- Arauz, R. &. (2004). ISO 9000 performance in Japanese industries. *Total Quality Management and Business Excellence* , 15(1), 3-33.
- Awan H. and Bhatti M. (2003). "An Evaluation of Registration Practices: A case study of Sports Goods Industry". *Managerial Finance*,, Vol.29, No.7, Pp.109-134.
- Bamber C., S. J. (2000). Developing management systems towards integrated manufacturing: a case study perspective", . *Integrated Manufacturing Systems*,, Vol.11, No.7, Pp.454-461.
- Bell, M. &. (2011). Quality system implementation process for business success. . *International Journal of Quality & Reliability Management*, 28(7), pp. 723-734.
- Bhuiyan, N. &. (2005). "A case study of a quality system implementation in a small manufacturing firm." . " *International Journal of Productivity and Performance Management* , 172-186.
- Brue, G. (2006). Six Sigma for Small Business. *Entrepreneur Press*.

- Contu, E. G. (2020). Organisational performance- theoretical and practical approaches; study on students' perception. *14th ed. Proceedings of the international conference on Business Excellence*, 14(1):398-406.
- Cooper, D. R. (2003). *Business Research Methods, 10th Edition*,. New Delhi: McGraw Hill.
- Crosby, P. B. (1996). *The Absolute of Leadership*.
- Dahlgaard, J. K. (2002). *Fundamentals of Total Quality Management: Process analysis and improvement Jens*. Retrieved from Original illustrations © Taylor & Francis : <https://doi.org/10.4324/9780203930021>
- Dean, J. W. (1994). Management Theory and Total Quality Improving Research and Practice through Theory Development. ' *Academy of Management Review*,, 3(19) pp 392 - 418 .
- Evans, J. &. (2008). *Managing for quality and performance excellence*. Canada: Seventh ed. Thomson.
- Everett, C. (2002). *Penn States commitment to quality improvement*. *Quality Progress* 35 (1):44-49.
- Fallicoff, S. &. (1997). Cost reduction strategies . *Costs and management*, 7(25), 48-57.
- Ferguson, W. (1996). Impact of the ISO 9000 series standards on industrial marketing. *Industrial Marketing Magazine*, Volume 25, p. 305–310.
- Fernades. (2015).
- Fitrian, F. (2019). *Persiapan Total Quality Management (Tqm)*. Retrieved from Adaara: Jurnal Manajemen Pendidikan Islam 9(2). 908-919: <https://doi.org/10.35673/ajmpi.v9i2.426>
- Formoso, J. &. (2011). La integración de los sistemas de gestión. Necesidad de una nueva cultura empresarial. *Dyna*, 78(167),44-49.
- Fuentes-Fuentes, M. A.-S.-M. (2004). The impact of Environmental Characteristics on TQM Principles and Organisational Performance. *International Journal of Management Science Omega*, 32(6) pp425-442 .
- Goetsch, D. &. (2005). Understanding and Implementing ISO 9000:2000,. *s.l.:Prentice*.
- Griffin, J. (1995). Customer Loyalty. In *How to Get It, How to Keep It*. San Francisco:.
- Gupta, P. (2004). *The Six Sigma performance handbook: A statistical guide to optimizing results*. New York: McGraw-Hill.

- Haasbroek, G. N. (2004). *Human Resource Management*. Oxford University Press.
- Hair, J. .. (2003). *Marketing Research: within a changing information environment, 2nd Edition*,. New Delhi. : Tata McGraw Hill,.
- Harry, M. &. (2000). *The Breakthrough Management Strategy. Revolutionizing the World's Top Corporations*.
- Herrera, T. M. (2011). *Evaluación del impacto de los sistemas de gestión de localidad en la liquidez y rentabilidad de las empresas de la Zona Industrial de Mamonal*. Cartagena-Colombia: Revista Universidad Católica del Norte, 1(34), 314-341.
- Hoyle D. (2001). In *"ISO 9000: Quality system handbook", 4 th edition*. Oxford,UK: Butterworth-Heinemann,.
- Hoyle, D. (2001). *ISO 9000 Quality System Handbook (ed)*,. Jordan Hill .Oxford: Linacre House,.
- INTRA.ITILTD-India. (2017). Retrieved April 06, 2022, from intra.itiltd-india.com.: <http://intra.itiltdindia.com/quality/ISOStandards/ISO9001-2008-STD>
- Irani, Z. A. (2004). Total Quality Management and corporate culture: Constructs of organisational excellence. *Technovation*, 24(8):643-650.
- K, I. (1985). *What is Total Quality Control*. Englewood Cliffs,New Jersey :Prentice Hall.
- Kaziliunas, A. (2010). Success Factors for Quality Management Systems:. *Certification Benefits. Intellectual Economics*,, 2(8), 30–38. .
- Kotler, P. a. (2004). *Principles of marketing, 10th Edition*. . Upper Saddle River: Pearson Prentice Hall .
- Kumar, S. &. (2019). *International Journal of Management*, 10(5). Retrieved from A structural relationship between TQM practices and organizational performance : <https://doi.org/10.34218/IJM.10.5.2019/009>
- Lau Andrew WT, S. T. (2009). A survey on the advancement of QA to TQM. *International Journal of Quality & Reliability Management* .
- Leiter, M. a. (2002). Beating burnout. *Human Resource Management International Digest*, 10 (1):6-9. .
- Lo, L. &. (2007). The difference in the perceived benefits between firms that maintain ISO certification and those that do not. *International Journal of Production Research*, 48(5), 1881-1897.

- Ludwig-Becker M. (1999). "Quality management principles as top team performance practices ISO 9000 criteria-reinterpreted". In *Team Performance Management*, Vol.5, (pp. No.7, Pp.207-211.).
- Mahmood, W. Y. (2006). *Development of quality culture in the construction industry*. Beijing: Universiti Teknologi Malaysia, UTM Skudai 81310, Johor, Malaysia.: ICCI-2006. (Unpublished).
- McAdam, R. a. (2002). A business excellence approach to generic benchmarking in SMEs. *Benchmarking: An International Journal* , 9 (1):7-27.
- Moschidis, C. a. (2020). *International Journal of Quality and Reliability Managemet*.
- Myeni, A. (2010). "*Leadership behavior and employee morale within the department of agricuture*". Doctor of public administration. University of South Africa.
- O. (n.d.).
- Oakland, J. S. (1993). *Total Quality Management: The Route to Improving Performance'*,. Oxford: Butterworth Heinemann Ltd .
- OMACHONU, J. R. (2004). *Principles of Total Quality*. CRC Press.
- Omachonu, R. &. (2004). *Principle of Total Quality*. CRC Press.
- Omachonu, V. a. (1994). *Principles of Total Quality'*,. Delray Beach,St Lucie Press.
- O'Neill, P. S. (2016). Quality management approaches and their impact on firms'financial performance: . *An Australian study.International Journal of Production Economics* , 171(3),381-393.
- P., K. (1998). Crafting corporate meaning. *Management Decision* , 36 (2):123-132.
- Parvadavardini, S. V. (2015). Impact of quality management practices on quality performance and financial performance:evidence from Indian manufacturing companies. *Total Quality Management & Business Excellence(ahead-of-print)*, 1-24.
- Pfeifer, T. R. (2004). Intergrating Six sigma with quality management systems. *The TQM Magazines* , 16(4), 241-249.
- Reeves, C. a. (1994). Defining quality: Alternatives and implications. . *Academy of Management Review*, 19 (3):419-445.

- Rodríguez-Escobar, J. G.-B.-L. (2006). An analysis of the degree of small companies' dissatisfaction with ISO 9000 certification. . *Total Quality Management and Business Excellence*, 17(4), 507-521.
- Rogers.R.E. (2013). *Implementation of Quality Management A Comprehensive Training Program*. 1996 by The Haworth Press, Inc All rights reserved .
- Sai, O. C. (2011). Towards an organizational culture framework in construction. . *International Journal of Project Management*, 29:33-44. .
- Saunders. (2009). *Business methods for business students*,. Malaysia: Prentice Hall.
- Saunders, M. P. (2009). Research methods for business students. *Fifth ed. Harlow: Pearson Education Limited*. .
- Singels, J. R. (2001). ISO 9000 series certification and performance. *International Journal of Quality & Reliability Management*,, 18(1).62-75.
- Stahl, J. (1995). '*Management: Total Quality in a Global Environment*'. Oxford,: Blackwell publishers Limited.
- Tang S. and Kam C., (. (1999). "A survey of ISO 9001 implementation in engineering consultancies in Hong Kong". *International Journal of Quality & Reliability Management*,, Vol.16, No.6, Pp.562-574.
- Towers, N. (2004). *Marketing Fundamentals, 3rd Edition*,. London.: BPP Professional,.
- Tramontana, D. (2018). The top risk of not having a quality management system. *Manufacturing Trends*.
- Tsim Y., Y. V. (2002). An adaptation to ISO 9001:2000 for certified organisations". *Managerial Auditing Journal*, , Vol.17, No.5, Pp.245-250.
- Tsiotras, G. &. (1996). ISO 9000 as an entry key to TQM: the case of Greek industry. . *International Journal of Quality & Reliability Management*, , 13(4), pp. 64-76.
- Van Trang, T. &. (2020). Critical success factors of TQM implementation in vietnamese supporting industries. . *Journal of Asian Finance,Economics and Business*, , 7(7), 391-401.
- Vellojín, L. G. (2006). Logística inversa. *ingeniería y Desarrollo*,, 20,1884-202.
- Vitalis Basera. Mwenje J., R. S. (2019). Annals of Management and Organisation Research. A *snap on quality management Zimbabwe*.

- Wilson, C. (. (2006). *"Learning with substantive bias: An experimental and computational study,"* . Los Angeles: Campbell Hall. .
- Yahya, S. &. (2001). The implementation of an ISO 9000 quality system. *International Journal of Quality & Reliability Management,*, 18(9), pp. 941-966.
- Yong, J. &. (2001). Rethinking total quality management. *TOTAL QUALITY MANAGEMENT,* 247-258.
- Yusr, M. M. (2017). Does interaction between TQM practices and knowledge management processes enhance the innovation performance? *International Journal of Quality and Reliability Management,*, 34(7),955-974.
- Zaramdini, W. (2007). An empirical study of the motives and benefits of ISO 9000 certification: the UAE experience. *International Journal of Quality & Reliability Management,*, 24(5), 472-491.
- Zhang, Z. A. (2000). An instrument for measuring TQM implementation for Chinese manufacturing companies. *International Journal of Quality and Reliability Management,* Vol. 17 No 7:730-755. .

APPENDIX A

Questioner for employees

My name is Hellen Sauta an undergraduate at Bindura University of Science Education doing a Bachelor of Science Honours Degree in Purchasing and Supply Management am conducting a research on *an assessment of the impact of quality management systems on organizational performance in Zimbabwe food manufacturing industry*. Please answer the following questions. The data gathered will be handled with such confidentiality and utilized exclusively for academic reasons.

Kindly tick the box (✓) corresponding with your response to each question and enter your answers in the corresponding spaces.

Background Information in Section A

1. Correspondent's gender

a) Male (). b) Female. ()

2. The age of the respondent's

a) Between the ages of 18 and 30 () b) Ages 31 to 40 ()
c) Ages 41 to 50 () d) older than 51 year. ()

3. Highest level of education

a) Certificate (). b) Diploma (). c) Degree. () d) Master's degree ()

4. Years of employment in:

Department of Supply Chain_____years

5. Which title do you possess?

Please tick on the appropriate responses in the slots provided for each of the following questions

a) Quality control. () b) Planning and logistics for operations () c) stores ()

Section B

6. Which quality system has been in place at this organization?

Quality systems	Select one
a)Six sigma	
b)ISO 9000	
c)Lean Manufacturing	
d)Just-in-time	
e)Total Quality Management	
d)Other, please specify below	

7. Could you provide proof that you have been implementing continuous improvement for the past three years that you have been in business?

Please indicate which of the following statements you agree with

1. I agree
2. Strongly agree
3. Disagree
4. Neutral

Factors	1	2	3	4
a)Effective communication between staff and management				

b)Supplying products of superior quality				
c)Delivering client satisfaction				
d)Production never stops and always reaches the outcome				
e)Every month, the business receives returns and reworks				
f)There are incentives and salaries for employees				

8. Does the quality management system add value for organizations and does it benefit it in the following way

Please mark the extent to which you agree with the following terms

1. Agree
2. Strongly agree
3. Disagree
4. Neutral

Organizational performance	1	2	3	4
a)Capacity to fulfill client expectation				
b)income and profits				
c)Aim for product design				
d)An advantage over competitors				
e)The organization's reputation and image				

APPENDIX B

Questioners for customers

My name is Hellen Sauta an undergraduate at Bindura University of Science Education doing a Bachelor of Science Honours Degree in Purchasing and Supply Management. I am conducting a research on *an assessment of the impact of quality management systems on organizational performance in Zimbabwean food manufacturing industry*. Please answer the following questions. The data gathered will be handled with such confidentiality and utilized exclusively for academic reasons

Kindly tick the box (✓) corresponding with your response to each question and enter your answers in the corresponding spaces.

1. How frequently do you buy goods at National food Holdings?

- 1. Weekly ()
- 2. Monthly ()
- 3. After a month or so ()
- 4. after 6 months ()
- 5. Annually ()

2. Has the introduction of quality management proved beneficial to you?

Please mark the extent to which you agree with the following claims

- 1. Agree
- 2. Strongly agree
- 3. Disagree
- 4. Neutral.

Benefits	1	2	3	4
a)Timely resolution of complains				
b)Reasonably priced and affordable				
c)No faulty items				
d)The products that are offered meet the necessary standards				
e)Product deliveries are completed on time				

3. How does your consistency relate to products you purchase from the company?

Please mark the extent to which you agree with the following claims

Customer consistence	1	2	3	4
Are you able to recommend National foods to other customers				
Do you get everything you need from National Foods only?				
Will be buying products from this company in the future				

APPENDIX C

Interview guide

1. What do your clients anticipate from you?
2. How do consumers report issues and how are those issues resolved?
3. Which leadership style do you use while interacting with clients?
4. To guarantee the intended result which quality management system do you employ?
5. Which tactic does the business employ for ongoing improvement?
6. What advantage have you seen as a result of adopting and using a quality management system?
7. Do you think that the services and products being provided are satisfactory to the customers?
8. Which technique have you employed to make sure that staff members understand the standards that must be generated and supplied?
9. Do you plan to keep applying the quality management systems?

B200590B Hellen Z Sauta, Final dissertation, BScSCM,
2024.docx

ORIGINALITY REPORT

16% SIMILARITY INDEX	15% INTERNET SOURCES	3% PUBLICATIONS	7% STUDENT PAPERS
--------------------------------	--------------------------------	---------------------------	-----------------------------

PRIMARY SOURCES

1	liboasis.buse.ac.zw:8080 Internet Source	1%
2	elibrary.buse.ac.zw:8080 Internet Source	1%
3	ir.msu.ac.zw:8080 Internet Source	1%
4	researchspace.ukzn.ac.za Internet Source	1%
5	core.ac.uk Internet Source	1%
6	Submitted to Bindura University of Science Education Student Paper	1%
7	repository.smuc.edu.et Internet Source	1%
8	Submitted to Women's University Student Paper	<1%

www.coursehero.com

BINDURA UNIVERSITY OF SCIENCE EDUCATION
FACULTY OF COMMERCE
ECONOMICS DEPARTMENT

RESEARCH SUPERVISION PROGRESS REPORT

STUDENT'S NAME: Hellen Zvikomborero Sauta. REG. NUMBER: B200590B

DISSERTATION SUPERVISOR: Ms E Tapfuma

PROGRAMME: Purchasing and Supply

DISSERTATION TITLE: An assessment of the impact of quality management systems on organisational performance in Zimbabwean food manufacturing industry

DATE	STAGE OF RESEARCH	SUPERVISORS' COMMENTS
29Jan	Sent the proposal	Continue to chapter 1 and 2
10Feb	Chapter 1 and 2	Move to chapter 3
16Feb	Sent chapter 3	Was instructed to send the research instrument
17 Feb	Submitted the research instrument	To put the logo and separate the instruments and go to collect data
28Feb	Had collected the data	Move to chapter 4
25Mar	Submitted chapter 4 and 5	To combine everything from cover page to appendixes
2 April	Sent the semi draft	To do some corrections on highlighted areas
17 May	Plagiarism check	Attach the report to the dissertation

OVERALL COMMENTS BY THE SUPERVISOR:

Student put great effort throughout the dissertation progress.

STUDENT'S SIGNATURE: Sauta DATE: 24/05/24

SUPERVISOR'S SIGNATURE: Tapfuma DATE: 25/05/24

