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Research Paper

Effect of Quality Management on Organisational Perfotmance: A Study Ofberger Paints Nigeria PLC

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Abstract
The study seeks to examine the effect of quality management on organizational performance: A study of Berger Paints Nigeria Plc, in the year 2021. The population of the study consists of 265 questionnaires distributed to 45 management staff and 220 non-management staff of Berger Paints Nigeria Plc out of which 216 questionnaires were returned. The study employed correlational and survey research design. The study adopts census sampling technique. And Partial Least Square – Structural Equation Modeling (PLS-SEM) is employed to analysed the data generated with the aid of Smart PLS 3.3 software package. The outcome of the study reveals that the human resource has a positive and significant influence on organizational performance at 5%. And standards reveal 1% positive and significant influence on organizational performance. But, internal audit has a negative but a significant influence on organisational performance in Berger paints Nigeria Plc. It is therefore, recommends that the organization's policy on the quality assurance in the context of human resources and standard quality should be strengthen in order to improve the organisational performance from the perspective of employee's productivity. On the other hand, the quality assurances with respect to internal audit quality distort employees' productivity in Berger Nigeria Plc negatively. Thus, it is recommends that the management should rather concentrate on other aspect of the quality assurance instead of internal audit quality of the organization which will eventually increase the performance of employees' productivity as part of the organisational performance of Berger Nigeria Plc.

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Introduction

Organizational performance has to do with analysing the result of an organization against its goals and objectives or simply comparing the real output of organization against the expected output. There are two major ways of measuring performance; Financial and non-financial. Financial performance is the traditional way of looking at performance which is usually measured, by the various performance ratios. (Eccles, 1991; Nanni et al., 1992; in Mishra & Mohanty, 2014,) opined that these financial performances are measured in ratios like Return on equity (ROE), Return on Sale (ROS) etc.Richter et al., (2017) believe financial performance involves the ability of a firm to fulfil all its financials goals.Venkatraman andRamanujam, (1986) as cited in Richter et al. (2017) expressed that non-financial performance on the other hand, are effectiveness measures like reputation, survival and achievement of organizational goals that will enhance financial performance. They further stressed that non-financial performance are those key indicators that will determine financial performance.

Quality has always been an important part of human life; it is against this that individuals and organisation always strive for high quality of goods or service and continuous improvements in such goods or service. The importance of quality especially in manufacturing industry cannot be overemphasized. There are numerous reasons responsible for poor quality in the manufacturing sector. According to Arora(2009) customers determines the quality of goods or service. By creating competition among companies. Every company will therefore continue to find various ways of improving the quality of their goods in order to continue to capture and retain a larger share of the market. Good and efficient quality ensures productivity and lead to organizational growth and by extension economic growth. Demirbag(2006) asserted that the most important factor in an organization is the quality control and improvement. Quality management can be viewed as a tool or a philosophy applied by management of an organization to continue to improve its performance and take it to optimal level of performance. Quality management aims at producing goods or service that will meet and exceed customer's expectation at the least possible cost. Mahmud and Hilm (2014)view quality management as a management tool that is concern with improving the effectiveness and efficiency of an organization. But, Corredor and Goni (2011)argued that quality management is all about meeting and exceeding customer's expectation by doing the right the first time and always. A company that wants to be successful most understand the importance that quality plays in its business. With this understanding companies go extra mile to continue to improve the quality of its goods in order to delight and retain its customers while winning new ones. Due to the importance of quality many companies set up a quality control department with sole aim of ensuring that customers get quality goods. The cost of quality is less when quality is achieved at the first attempt as it is more expensive to bring up a poor-quality product to standard. Weller (1999)is of the opinion that understanding the cost of quality is noting the excessive amount of money that will be spent in bringing a poor-quality product to standard.

Several factors can be responsible for product quality; which includes human resource, training, standards, tools and the quality of internal control. Productivity of quality good can be enhanced if these inputs are properly coordinated and channelled. The main idea behind product quality is to ensure error free and defect free products. The cost of poor products quality is numerous; they include loss of time hours, machine hours, sales, warranty etc.

It is pertinent that the employees' productivity as one of several indicators of organisational performance is likely to be influenced or changed by the product quality of an entity. Berger paints like other top quality paint product as rated by the Standard Organisation of Nigeria (SON) statistical report of (2020), produced fewer dominant products among other top painting products in the market. Although various studies have been done in relation to quality and performance in different context like the studies of (Oorunfunyi,Fajuyagbe&Alayo, 2020; SalihuS.Tan, S Mei &Mohd H. R J.(2016); Harriette I. C.(2016); and Francis W. C.(2017)among others but to the best of researcher's knowledge there have been no study conducted on the effect of quality on Employee's productivity representing organizational performance in any paint company in Nigeria. This study therefore seeks to examine the effect of quality on the organizational performance of Berger Paints Nigeria Plc in 2021. The study will be anchored by quality which focused on production quality proxied by (human resources, standards, organization and internal audit) as independent variables and organizational performance which employers non-financial performance measurement represented by employee's productivity.

In this regard, the following questions were raised in an attempt to investigate the link between the product quality and the employees' productivity of Berger paints Nigeria Plc:

i. How does human resources influence organisational performance of Berger paints Nigeria Plc?
ii. How does standard influence the organisational performance of Berger paints Nigeria Plc?
iii. How does organisation influence the organisational performance of Berger paints Nigeria Plc?
iv. How does internal audit influence the organisational performance of Berger paints Nigeria Plc?

The main objective of the study therefore is to investigate effect of quality on the organisational performance of Berger paints Nigeria Plc. Other sub objectives include;

I. To examine the effect of human resources on the organisational performance of Berger paints Nigeria plc.
ii. To examine the effect of standards on the organisational performance of Berger paints Nigeria plc.
iii.To examine the effect of organization on the organisational performance of Berger paints Nigeria plc.
iv.To examine the effect of internal audit on the organisational performance of Berger paints Nigeria plc.

In line with the objective of the study, the research hypotheses are stated in Null form as follows;

Ho1: Human resources have no significant effect on the organizational performance of Berger Paints Nigeria plc?
Ho2: Standard have no significant effect on the organizational performance of Berger Paints Nigeria plc?
Ho3: Organization has no significant effect on the organizational performance of Berger Paints

Nigeria plc?
Ho4: Internal audit has no significant effect on the organizational performance of Berger Paints Nigeria plc?

The research deemed it necessary to examine effect of quality on the organisational performance of Berger paints Nigeria Plc. The independent variable of the study is anchored by production quality dimension of total quality which is proxied by human resources, standards, organization and internal audit respectively. While, dependent variable is anchored by organisational performance represented by employees' productivity during the period of 2021 in Berger paints Nigeria plc. The findings of the study will not only be of importance to management of Berger paints Nigeria plc but to all companies of same industries in taking decisions at operational level. The finding of the study will also serve as basis or reference for further research.

I. Literature Review

Quality and Organisational Performance

Several foreign and Nigerian studies have been carried out on quality and performance. Harriette (2016)did a study on the effect of internal Audit practices on organization performance; A case study of regulatory bodies in Kenya. The study examined if control environment, risk evaluation, internal audit & control activities have an impact on the performance of regulatory bodies in Kenya. The population of the study was 265 regulatory bodies in Kenya. Using stratified sampling technique, a sample of 53 respondents was arrived at. The target was to get at least one respondent from each organisation. With the aid of questionnaires primary data was sourced from the respondents. SPSS version 20 was use to analyse the collected data through descriptive and regression analysis. From the analysis of the data, the finding of the study revealed that risk management has no significance in predicting performance in regulatory bodies in Kenya. The study also shows that control environment has a positively significant influence in predicting organizational performance. Furthermore, the study revealed that control activities have positive relation with organizational performance significantly.

Another study carried out by Salihu,Sweeand Mohd (2016) on the Empirical analysis of Human resources Management(HRM) practices and organisational performance relationship in the context of developing Nation; The moderating effect of ethical climates(EC). The study investigated the link between human resource management and organisational performance while moderated it with ethical climates. The study sourced primary data with from the staff of ministry of Education with the use of questionnaire. 81 questionnaires were return from the 105 administered. The study use PLS SEM to analyse the data collected. From the analysis of the data the research finding revealed a significant relationship between recruitment & selection and training & development with organisational performance. On the other hand, ethical climates were found to moderate the link between training & development, recruitment and selection and operational performance.

Francis (2017) conducted research on the effect of teamwork on the productivity in sales and marketing departments using Nairobi Bottlers ltd as Case study. The research carried out to investigate the impact of teamwork in enhancing the productivity in sales and marketing departments of Nairobi bottlers Ltd in Kenya.The major aim of the study was to find out if communication has effect on productivity in Sales and marketing(S&M) department, and to also investigate if team work and compensation has effect on the productivity of S&D department. Descriptive Research design was adopted for the study. From a population of 420 staff, questionnaires were administered to 80 staff to get primary data while secondary data were also sourced from the researchers' Factual decisions. SPSS Version 20.1 was used to analyse all the data collected using descriptive statistical methods like averages, percentages and mean. The conclusion of the study was that all the variables of the study have positive influence on productivity in S&D department of Nairobi Bottlers. The major recommendation of the study is to ensure good communication among employees and adequate compensation to them. The Filtering method use and justification for choosing a sample of 80 staff to administer questionnaire was not stated in the research.

Ganu Umar, Oni Emmanue,Tsado Emmanuel and Ajayi Oluseyi(2013) did an Empirical study on training and development as tool for organisational performance using some selected banks as case study. The essence of their study was to examine if training and development of staff of banks in Nigeria improve their performance and brings about efficiency in the banking sector. Out of a population of 35, 386 staff from five selected banks a sample of 395 respondents were chosen. Primary data were collected from the respondents with the use of questionnaires. Sample of the respondents were arrived at through simple random technique method. Analysis of the collected data was done through descriptive statistics and pearsons moment correlation, while multiple regression was used to test the hypothesis. The study revealed correlation in a positive direction among all the variables of the study with three of the variables very significant, they are; commitment to training & development, frequency of training and development & reward for best performance. The conclusion of the research is that training and development have significant effect on the performance of employees. The study therefore recommends Nigerian banks to provide adequate reward system for employees that perform excellently during trainings in order to get them motivated. Justification for the choice of the banks selected was not stated neither was justification stated for the method use in arriving at the sample of respondents.

Oorunfunyi,Fajuyagbe and Alayo (2020) conducted a research on the effect of human resource management on the performance of an organization with First Bank of Nigeria Plc Akure branch as a case study. They investigated the impact of recruitment &selection,training& development and staff appraisal on the performance of first bank of Nigeria Plc.They study source data through primary means with questionnaire and adopted the survey design. With the use of descriptive and analytical tool, the analysis of the study revealed significantly positive relationship between recruitment &selection,training& development and staff appraisal on the performance of first bank of Nigeria plc in Akure. The implication of the study is that performance of first bank of Nigeria Akure will be significantly improved if proper care is taken during recruitment and selection and appraisal. In addition, training and development will also lead to significant improvement in the performance. The study ended up with the conclusion that human resources have a positive impact on organizational performance and therefore recommended that the management of human resources should be taken seriously if the performance of an organization is to be enhanced.

Considering the studies reviewed,there is need to further conduct a similar study in Nigerian context using Paint industry sector particularly at this period using PLS-SEM as a tool of data and SMAT PL-SEM version as a tool of analysis to investigate the effect of the product quality assurance process in relation to employees' production volume as a measure of organizational performance in Berger paints Nigeria Plc.

Recently resource -Based theory is one of the theories used among researchers in management science. The theory is based on the premise that a firm's ownership and control of certain resources gives it superior advantage over its competitors. These resources include assets, organizational processes, firm's attributes, Knowledge, information, standards,Internal Audits etc.. The theory explained that the fundamental leading factors to an organization's edge for better performance is linked to the quality of its valuable resources. In that regards, the study intends to link up the underpinning theory (Resource based theory) against the variables of the study. Therefore the study will be anchored by Resource Based theory.

3.2 Research Design

This study adapts a correlational and a survey research design in order to examine theeffect of total quality management on organizational performance: A study of Berger Paints Nigeria Plc, during the period of 2021. The population of the study consists of 265 questionnaires distributed to the 45 management staff and 220 non-management staff of Berger Paints Nigeria Plc and the questionnaires returned was 216. Census sampling techniques were employed in the study. The study used Partial Least Squares - Structural Equation Modelling (PLS - SEM) as a technique of data analysis, with the help Smart PLS 3.3 version as a tool of data analysis.

3.4 Instrumentation

The study adopted a questionnaires based on the objectives of the study. The questionnaire is divided into Part "A" and "B". The A captures the demographic data of the respondents which involves: Profession, educational level and experience of the respondent. And B involves questions in relation to independent variables.

3.5 Data Collection Method and Procedure

The researcher adopts quantitative technique survey approach with aid of a self-administered questionnaires based on procedure called the "drop-off and pick procedure", in an attempt to collect and analyse the data in relation to the study. This form of the drop-off and pick is considered suitable due to availability of Internet services within the reach of the respondents following the collaborative effort of the researcher and the management of Berger Paints Nigeria Plc.

3.6 Measurement of Variables

The study has two major variables namely: Independent variable represented byquality management including: Human resources, standard, organization, internal audit. And dependent variable represented by organizational performance as employees productivity.

3.6.1 Human Resources

The study employed 5-point Likert-type scale in ranking the items of the human resources on the basis of (i.e., interval scale), where 1 = strongly disagree, and 5 = strongly agree comprising the scale with a minimum score of 1 and a maximum score of 5. The measures are shown in Table 3.3.

Table 3.1: *Distribution of Items to Measure Human Resources*

CODE	ITEMS
HR001	Do the employees understand the goals of the organization?
HR002	Do the employees work together in producing a product?
HR003	Do the employees have working experience?
HR004	Do the employees experience needed in the production process?

Source: Putri, Yusof, Hasan and Darma (2017)

3.6.2 Standards

Standards is measured four (4) items based on interval scale which was ranked on a 5-point Likert-type whereby, 1 = strongly disagree, and 5 = strongly 196 agree with a minimum score of 1 and a maximum score of 5 as shown in Table 3.5.

Table 3.2: *Distribution of Items to Measure Standards*

CODE	ITEMS
SE001	The product produced suits the requirement of the consumers
SE002	The production always meet the organizations' standards
SE003	The product standards often meet the requirement of the management
SE004	The organizations' production goals is achieved

Source: Putri, Yusof, Hasan and Darma (2017)

3.6.3 Organization

The organizations' items ismeasured on the basis of interval scale which was ranked on a 5-point Likert-type whereby, 1 = strongly disagree, and 5 = strongly 196 agree with a minimum score of 1 and a maximum score of 5 will used to rank respondents' responses which is shown in Table 3.5.

Table 3.3: *Distribution of Items to Measure Organization*

CODE	ITEMS
GL001	The employees are involved in decision making of the organization.
GL002	The employees were aware of the management responsibility

Source: Putri, Yusof, Hasan and Darma (2017)

3.6.4 Internal Audit

Internal audit items are measured on the basis of interval scale which was ranked on a 5-point Likert-type; ranging from 1 = strongly disagree to 5 = strongly agree were also employed.

Table 3.4: *Distribution of Items to Measure Internal audit*

CODE	ITEMS
SP001	Internal Audit is conducted periodically
SP002	The Internal audit is conducted towards achieving the organizations goal.
SP003	The internal audit have improved the organizational performance

Sources: Putri, Yusof, Hasan and Darma (2017)

3.6.5 Productivity

The productivity which represents the organizational performance is measured based on 2 items on interval scale based on 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree, where the extent of the participants 'agreement will rated with a minimum score of 1 and a maximum score of 5.

Table 3.5: *Distribution of Items to Measure Productivity*

CODE	ITEMS
SP001	The average quality production is achieved daily
SP002	The maximum required production is achieved annually.

Source: Putri, Yusof, Hasan and Darma (2017)

4.2 Descriptive Analysis

This consists of the total distributed and returned questionnaires, as well as outliers from the Berger Paints Nigeria Plc, during the period of 2021.

Table. 4.1 Questionnaire Distribution

Items	Frequency	Percentage %
Distributed Questionnaires	265	100
Returned Questionnaires	116	43.77
Rejected Questionnaires	0	0
Outliers	22	18.06
Retained Questionnaires	94	81.03

A total of 116 questionnaires out of 265 distributed were returned. After the data collection 22 out of the 116 questionnaires were considered as outliers and no missing data was found. Hence, only 94 questionnaires representing 81.03% were retained.

4.3 Preliminary Analysis

The study combed and sieved the outliers as well the missing values ensure the normality of the data during the normality test.

4.3.1 Missing data

Following the sensitive and the nature of software used all the missing data were carefully sorted to ensure quality of the data.

4.3.2 Outliers

It is imperative to note that outliers are the major course of the data abnormality. Meanwhile, the outliers were identified through the usual data evaluation which includes: editing and screening. The unusual excessive high or low value could affect the outcome of the study in a negative manner (Hair et al, 2010). The study considered the multivariate outliers check necessary based on the submission of Tabachnick and Fidell (2007), Mahalanobis Distance (D2) was used to discover and deal with multivariate outlier case (Hair et al, 2010) .

4.3.4 Demographic Outline of the Respondents

This section consists of the demographic characteristics of the respondents.

Table. 4.2 Gender

Ages	Frequency	Percentage %
Male	71	75
Female	23	25
Total	94	100

Source: Field (2022)

The table shows the gender distribution of the respondents where 71 respondents represents 75% of the total respondents were male staff and 23 respondents represents 25% of the total respondents were female staff in Berger Paints Nigeria Plc.

Table. 4.3 Age

Ages	Frequency	Percentage %
25 to 29	5	5
30 to 39	26	28
40 and above	63	67
Total	94	100

Source: Field (2022)

The age outline shows that 5 respondents represent 5% of the total respondent between the age of 25-29, 26 respondents represent 28% of the total respondent are people within the age of 30-39, while, the 63 respondents represent 67% of the total respondent are people within the age of 40 and above.

Table. 4.4 Marital Status

Ages	Frequency	Percentage %
Married	68	72
Single	26	28
Total	94	100

Source: Field (2022)

The marital status outline shows that only 72% of the respondents representing the 68out of the 94 total respondents are married and the remaining 28% representing the 26 out of 94 total respondents are presently not married in Berger Paints Nigeria Plc.

Table 4.5 Descriptive Statistic

Variables	Minimum	Maximum	Mean	Std. Deviation
Human Resources	2	5	0.187	0.099
Internal Audit	2	5	0.1628	0.190
Organization	2	5	0.130	0.095
Standards	2	5	2.483	0.198

Source: Field (2022)

The above describe the nature and characteristics of the data used in the study. Human resources has a minimum and maximum value of 2 and 5 respectively, with mean value of 0.187 and standard deviation of 0.099. This signifies that there is no dispersion of data from the mean, which also proved the normality of the data obtained.
Also, internal audit has a minimum and maximum value of 2 and 5 respectively, with mean value of 0.163 and standard deviation of 0.190. This implies that the data is normal.

It has been observed that the organization's smallest and highest variables range between 2 and 5 respectively, where the average and standards variables range between 1.30 and 0.095. The data is normally distributed.

While, data representing standard has minimum and maximum 2 and 5 as well mean and standard deviation value of 2.483 and 0.198. Thus, the data is quite normal.

4.4 Assessment of the Structural Model

The study structural model is give below. Thus, in order to assess significance of the path coefficients in the mode, bootstrapping procedure was applied based on 5000 samples (Henseler, Ringle, &Sinkovics, 2009). Figure 4.2 depicts the PLS path structural model of this study.

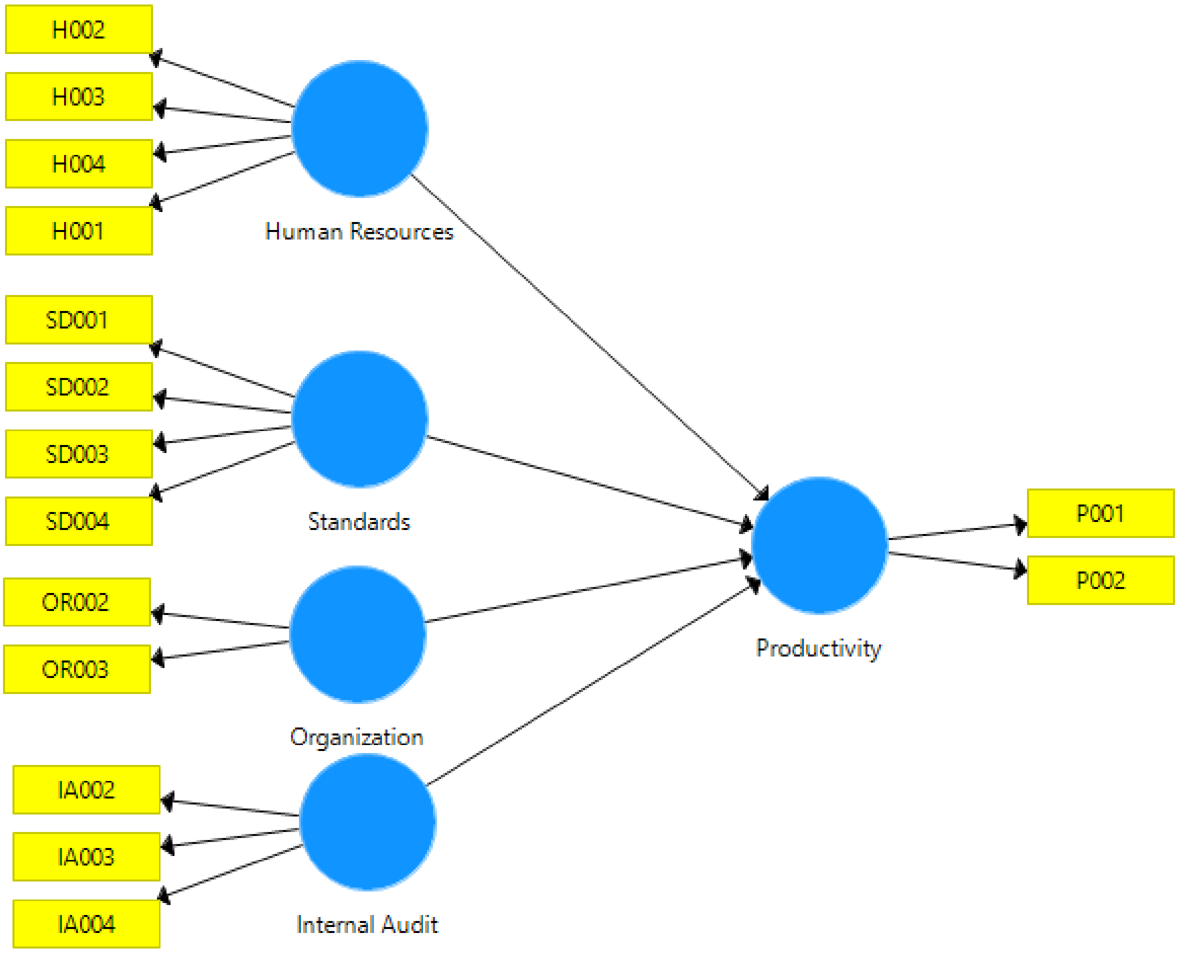

Figure 4. 1: PLS Measurement Model

4.5 Main Analysis

Table 4.5.1 Result of the Structural Model Assessment

Hypothesis	Relationship	t- statistic	p-value	Findings
H1	Human Resources	1.979	0.048**	Supported
H2	Standards	12.535	0.000***	Supported
H3	Organization	1.521	0.129	Not supported
H4	Internal Audit	8.556	0.000***	Supported

Note: ***indicates a very high significant level @ 1%, **indicates a high significant level @ 5%, * indicates a significant level @ 10%

The results of the hypothesis test considered t-statistics and p-value only. Therefore, human resource is seen to be significant at 5% and positively influencing the employees productivity of Berger Paint Nigeria Plc. Meanwhile, the study for failing to accept the null hypothesis of the study which states that human resources has no significant influence on organization productivity in Berger paint Nigeria Plc, but to accept the alternate hypothesis. Standards reveal that there is a positive and 1% significant effect between Standards and productivity of Berger paint Nigeria Plc. Therefore, the study failed to accept the null hypothesis on the hand, accept the alternate hypothesis. Organisation result shows a negative and but insignificant outcome. This means that the null hypothesis is accepted which states that organisation has no significant influence on organisation productivity in Berger paint Nigeria Plc. And finally, internal audit outcome reveals 1% significant level with a negative effect on organization performance represented by employees' productivity.

5.2 Conclusion and Recommendations

This study conclude with empirical evidence that both the human resources, standards and internal audit are goods determinants organizational performance in Berger paints Nigeria Plc, except organisation which is not. It is further, recommends that both human resources and standards quality should be supported by strengthening the organizational policy on the quality assurance in the context of human resources and standard quality to improve the organisations performance from the perspective of employees productivity. On the other hand, the quality assurances with respect to internal audit quality distort employees' productivity as part of organisations' performance in Berger Nigeria Plc negatively. Thus, it is recommends that the management should rather concentrate on other aspect of the quality assurance instead of internal audit quality of the organization which will eventual increase the performance of empoloyees productivity in Berger Nigeria Plc.

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