

# **Moderating Effect of Organisational Culture on the Interaction between Quality Management and Business Performance of Selected Manufacturing SMEs in Aba, Nigeria**

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## **Introduction**

Given the globalization scenario, competition becomes dominant in the field of small and medium scale business due to technological advancement and increasingly demanding customers expectation, quality has become one of the most significant rudiments in the strategies of making firms competitive (Michella, 2014). Hence, international standard organization ISO has the most comprehensive scope in the improvement of firm's performance through the promotion of quality management by firms (Augustyn, & Pheby, 2012). Therefore, implementation of product quality could be a source of competitive advantage, enhancing the small business performance in developed and developing nations of the world. Accordingly, all manufacturing firms seek to adopt and implement a set of quality practices that have been successful elsewhere and that will help them to identify changes in their environment and to respond proactively recognizing

organizational culture as a moderating factor to enhance organizational performance (Farkha, (2012)

A firm's performance is a function of how well managers use quality management practices to improve the quality of products and services. In today's global environment, organizations are constantly looking for ways to expand and improve their businesses in terms of quality to enhance performance. Odor, H. O. (2018). Quality management practices have been adopted by manufacturing firms in developed and developing nations of the world but no robust work has been done on the moderating effect of organizational culture on the interaction between quality management and business performance of selected manufacturing SMEs in Aba, Nigeria

However, customers are still complaining that the quality of manufactured products has been compromised which has led to declines in the performance of small and medium scale enterprises globally (Wanyoike, 2016). The purpose of this study is to establish the relationship between organizational culture on the interaction between quality management and performance of selected manufacturing SMEs in Aba Nigeria. The hypothesis is structure in non-form as there is no significant relationship between the moderating effect of organizational culture on the interaction between quality management and organizational performance of selected small and medium enterprises in Aba Nigeria. A firm's performance is a function of how well managers use quality management practices to improve the quality of products and services. In today's global environment, organizations are constantly looking for ways to expand and improve their businesses in terms of quality to enhance performance. Quality management practices have been used by manufacturing firms in different part of the world to improve SMEs performance. However, customers are still not comfortable as product quality has not only been compromised but has equally not met with the targeted market share and competitive advantage.

## **Literature Review**

### **Quality Management**

Marugensan and Jayanth (2016) define QM as frameworks that take many forms and descriptions ranging from total quality management (TQM), business excellence models (BEMs) and self-assessment models. Given the concept quality of product, most of the SMEs manufacturing companies adopt the ISO policy which spelled out the requirement and specifications for manufacturing of product by organizations. The most common framework adopted by most of the SMEs globally is the ISO 9008. In Nigeria, the Standard Organization of Nigeria SON is the only body vested with the responsibility to set standard and monitor the implementations of quality management of product by manufacturing organisations. They are vested with the responsibility to design and to demonstrate the capability of industry to control the processes that determine the acceptability of the products as a source of competitive advantage (Adebanjo, 2015). Quality management has some characteristics that make it unique. It ensures the needs and opportunities of customers and other interested persons, and that the employees of the organization understand the quality management policy and the quality objectives. These are clearly defined and deployed throughout the organization. The organizations set up everyday jobs of personnel, and established a follow up activities to achieve the firm set goal. The processes are made in such a format that they are simple to use and are kept up to date

(Abbas, 2018). However, QM is not suitable for very small companies because its implementation, training and costs far supersede its financial gains (Manjot, 2013).

Quality management has some associated benefits. **Devra and Jayne (2019) observed that** the implementation of QM engenders improved products and services, reduced costs, more contented customers and employees, and improved firm profitability outlay. It has the potential to change a company from being inadequate with autocratic management and structural control to an environment of teamwork, focusing on the continuous improvement of its internal and external activities (Mac-Kingsley, 2019). The author reiterated that quality management provides a systematic approach towards quality improvement by merging service and product specification with customer performance in order to facilitate specifications with zero defects. The concept of QM played an essential role in terms of reducing client complaints.

### **Organizational Culture**

Micheal (2016) defined organizational culture as a system of shared values, which are reflected in group actions or a set of values and actions that the people of a particular enterprise are expected to follow. Shamimul, Azim and Haassan (2017) defined organizational culture as a set of assumptions that are invented and developed by a certain group as it learns to cope with external or internal problems of integration and adoption. Farkha (2012) defined organizational culture as they shared belief, values and assumptions that distinguish the organization from other organizations. These assumptions are also taught to the younger generation. Ecless, Loannou and Serafein (2018) define organizational culture as the underlying belief, assumptions values, and ways of interacting that contribute to the unique social and psychological environment of and organisation.

Didiki, Moses and Emma (2018) referred to organizational culture as an embodiment of employees which are considered as the asset of an organization and the organisational success depends on how the employees comply to the culture of the organization. However, within the QM culture, a supportive and collaborative organizational culture has to be established by the management in which all the staff regardless of their positions ensure that they are in charge and responsible by adopting the established organizational culture in order to achieve the company's goals and objectives (Chen- Kai, Yu, Zehu-gui, 2017). The success and failure of QM programs in an organization are determined by the organization ability to adopt organizational culture with defined values and beliefs associated with QM behavior (Shamimul, Azim & Haassan, 2017). Salih and Ahmet (2017) noted that most notable quality experts, for instance, Deming, Juran and Crosby, identify the significance of a suitable organisational culture that promote efficiency and effectiveness of the organization. Also, organizational cultural elements such as values, norms, symbols, language and habit that are also identified as indices that sustain a continuous quality improvement philosophy in an organisation.

Giovanni, Fabrizio and Emma (2017) highlighted that changing the opinion, attitudes and some of the cultural element towards quality is a precondition to the main quality improvement efforts and is significantly positive to building product quality through organizational culture. Thus; changing culture is observed to be a suitable prerequisite to attempting to implement QM even though it is partially the purpose of QM itself. The scholar equally observed that quality is not just a procedure that can be functioned through evaluation only, but it is also a set of standards shared by the organization

environment and community and should be undertaken by all the organisations. Halilin (2018) stressed that organisational culture is not something fixed or stable it is rather the outcome of an interaction between different participants in an organisational environment.

### **Theoretical Review**

#### **Quality Control Trilogy Theory**

This theory was propounded by Joseph Juran in 1920. Juran developed a philosophy of quality while working with Western Electric Company in the 1920s and later, in the 1940s while working with Deming; where he nevertheless, developed his own approach which resembles Deming's in certain aspects but differs in others (Zhang & Liu, 2015). Like Deming, Juran saw that the poor quality of products in the US generally resulted in the loss of customers to foreign competitors, which presented a crisis for many UK companies. Juran theory was in agreement with Deming theory in areas of improving quality which involves new thinking and changes at all levels within the management hierarchy (Abbas, 2018).

The theory has some devotees such as Christian, Henrik and Mats (2018); Sohail, Ayaz-ul-Haq (2018). The scholars advanced that quality improvement aims to create advances to unprecedented levels of performance.

Conversely, the theory has some critics such as Dauglas, Smith and Ralph (2017); Stephane (2015). The scholars argued that all the past research were mainly based on the assumption that the bond between control and firm's performance is the key factor affecting organizational commitment.

#### **Empirical Review**

Several studies have been done on the moderating effect of organisational culture on the interaction between quality management and business performance. Berson, Oreg and Dvir, (2018), Ecless, Loannou and Serafein (2018) conducted studies and found that adequate implementation of continuous improvement and customer focus by quality management practitioners stimulated significant improvement that strengthened and moderated the effect of organisational culture on quality management and business performance. Giovani, Fabrizio and Emma (2017) utilized continuous improvement and research and development to determine the moderate organizational culture effect on the relationship between quality management dimension and business performance The result of Giovani, Fabrizio and Emma (2017) did reveal that organisational culture significantly moderated the relationship between quality management and business performance. Other authors who saw the significant moderating effect of organisational culture on quality management dimension and business performance are Al-Bourini, Al-Abdallah and Abou-Moghli (2017); Salih and Ahmet (2017);

## **Methodology**

This study adopted a cross-sectional survey research design. The justification for the adoption of research design is based on the assumption that the group of the population under study is heterogeneous in its characteristics that is people of different ages, behavior and opinion are represented within the study population (Osuala, 2013). The study population was 844 employees from 10 selected indigenous manufacturing SMEs in Aba in Abia State, Nigeria. The SMEs utilized for this study are domiciled in Aba the commercial capital of Abia State. The justification for selecting the Ten (10) indigenous manufacturing companies in Aba is on the ground that they are listed SMEs manufacturing companies and have operated for more than fifteen years. Besides, the justification for selecting Aba is based on the fact that this region is the economic hub of manufacturing companies in Abia State. Given the fact that the population of the study of 844 was relatively small, the researcher chooses to utilize total enumeration to collect data from the whole population. The sampling technique adopted for this study was the stratified sampling technique. This technique was utilized to selecting the respondents of selected manufacturing companies under review. Primary data collection method was adopted. The instrument was questionnaire structured with a close-ended question. The justification for the adoption of the questionnaire is premised on the fact that questionnaires are the most affordable way of gathering quantitative data at a very little cost. To ascertain the validity of the instrument, the research instrument was subjected to content and construct validity. The content validity was established in consultations with two senior academics from the department of entrepreneurship and marketing and those who specialized in production operations from federal University Otuoke Bayelsa State. This researcher used internal consistency method to estimate reliability, and Cronbach's alpha was computed in determining how different items of the instrument were related to each other and the entire instrument.

## **Data Analysis Results**

**Research Question.** What is the moderating effect of organizational culture on the interaction between quality management and business performance of selected manufacturing SMEs in Aba, Nigeria?

This question is designed to investigate the moderating effect of organizational culture on the interaction between quality management and business performance of selected manufacturing SMEs in Aba, Nigeria. On a six-point Likert scale, the respondents were requested to rate their perception of various items about organisational culture of selected manufacturing SMEs in Aba, Nigeria. These points formed the weights for calculating the score for each item. The results of descriptive statistics on quality management dimensions were presented on Tables 4.5 to 4.10, while descriptive statistics on business performance were presented on Tables 4.10, 4.12, 4.14, 4.16, and 4.18. The descriptive statistics on organisational culture is presented in Table 4.20 followed with an analysis and interpretation.

**Table 1: Descriptive Statistics of Organisational Culture**

Statements	Strongly Agree	Agree	Partially Agree	Partially Disagree	Disagree	Strongly Disagree	Missing	Mean	Std. Deviation
my organization is guided by values of consistency	57.1%	35.6%	5.0%	0.0%	0.0%	0.0%	2.3%	5.41	1.011
the organization has a culture that encourages quality production processes	37.3%	58.5%	2.0%	0.0%	0.0%	0.0%	2.3%	5.24	.950
our company culture instituted quality across operations	43.0%	51.1%	3.8%	0.0%	0.0%	0.0%	2.1%	5.28	.961
employees have internalized quality culture	39.9%	54.3%	3.8%	0.0%	0.0%	0.0%	2.0%	5.26	.936
our employees are guided by identity customs	39.8%	56.9%	1.3%	0.0%	0.0%	0.0%	2.0%	5.28	.915
the organization live/practice quality as our identity	45.5%	48.7%	2.7%	0.0%	0.0%	0.0%	3.1%	5.27	1.088
Average								5.29	.977

**Source: Researcher’s Field Survey, 2024**

Table 1 presents the results of descriptive analysis of organisational culture. The results of the descriptive analysis revealed that 57.1% of the respondents strongly agree that their organization is guided by values of consistency, 35.6% of the respondents agree, 5% indicated partially agree and 2.3% was missing. On average, the respondents agree that their organization is guided by values of consistency (mean = 5.41, STD = 1.011). Further, 37.3% of the respondents strongly agree that the organization has a culture that encourages quality production processes, 58.5% agree, 2% partially agree and 2.3% was missing. On average, the respondents agree that the organization has a culture that encourages quality production processes (mean = 5.24, STD = 0.950). Also on their company culture instituted quality across operations, 43% strongly agree, 51.1% agree, 3.8% partially agree and 2.1% was missing. On average, the respondents agree that their company culture instituted quality across operations (mean = 5.28, STD = 0.961). With regards to employees have internalized quality culture, 39.9% strongly agree, 54.3% agree, 3.8% partially agree and 2% was missing. On average, the respondents agree that employees have internalized quality culture (mean = 5.26, STD = 0.936).

Furthermore, the analysis to determine whether employees are guided by identity customs, 39.8% strongly agree, 56.9% agrees, 1.3% partially agree and 2% was missing. On average, the respondents agree that their employees are guided by identity customs (mean = 5.28, STD = 0.915). Finally, 45.5% strongly agree that the organization live/practice quality as our identity, 48.7% agree, 2.7% partially agree and 3.1% was missing. On average, the respondents agree that the organization live/practice quality as our identity (mean = 5.27, STD = 1.088).

The average score of the statements is 5.29 with a standard deviation of 0.977 which means that on average the respondents agree with the statements under organisational culture, with variations in some statements responses as revealed by the grand standard



deviation of 0.977 which confirms the divergence in respondents' opinions towards the mean.

The findings revealed that organizational culture could moderate the effect of quality management on business performance of selected manufacturing SMEs in Aba, Nigeria.

### **Test of Hypothesis**

Organizational culture has no significant moderating effect on the interaction between quality management and business performance of selected manufacturing SMEs in Aba, Nigeria.

To test this hypothesis (the moderation effect) a hierarchical regression analysis was conducted using the following three steps. Step one tested the effect of quality management on business performance, while step 2 tested the effect of organizational culture on business performance. Then in step three, the interaction term was introduced in the equation and its significance evaluated when controlling for quality management and organizational culture. The interaction term was computed as the product of the standardized scores of quality management and organizational culture. To confirm moderation, the influence of the interaction term should be significant. The relationship was depicted in figure 1:

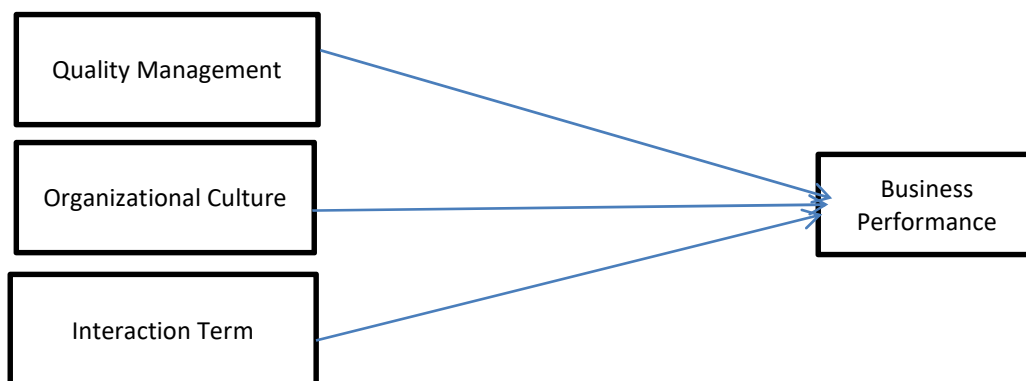


Figure 1: Influence of Interaction term

The results of the hierarchical regression analysis are presented below

**Table 2: Hierarchical Regression Results for Moderating Effect of Organizational Culture on the interaction between quality management and business performance of selected manufacturing SMEs in Aba, Nigeria.**

Models	B	T	Sig.	R <sup>2</sup>	R <sup>2</sup> Change	F Change	Sig. F Change
1 (Constant)	46.831	8.521	.000	0.257	0.257	289.340	0.000
Quality Management	.663	17.010	.000				
2 (Constant)	36.348	6.921	.000	0.346	0.089	114.085	0.000
Quality Management	.585	15.661	.000				
Organizational Culture	.678	10.681	.000				
3 (Constant)	228.891	6.262	.000	0.367	0.021	28.309	0.000
Quality Management	-.782	-3.013	.003				
Organizational Culture	-5.464	-4.726	.000				
Quality Management * Organizational Culture	.044	5.321	.000				

**a. Dependent Variable: Business Performance**

**b. Predictors: (Constant), Quality Management**

**c. Predictors: (Constant), Quality Management, Organizational Culture**

**d. Predictors: (Constant), Quality Management, Organizational Culture, Quality Management \* Organizational Culture**

**Source: Researcher's Field Survey, 2024**

This subsection presents the hierarchical regression analysis results of the moderating effect of organizational culture on the relationship between quality management and business performance of the selected manufacturing SMEs in Aba, Nigeria. The predictors are quality management dimensions (QM) aggregated, organizational culture (OC) and interaction of aggregated quality management and organizational culture (QM\*OC) while the dependent variable is business performance (BP) aggregated.

The finding of step one indicates a statistically significant effect of quality management on business performance of the selected manufacturing SMEs in Aba ( $B = 0.663$ ,  $t = 17.010$ ,  $p$ -value = 0.001) indicating that there is a linear dependence of business performance of the selected manufacturing SMEs in Aba, Nigeria on quality management. The result implies that for every unit increase in quality management, business performance increase by 0.663 units. The result also reveals that quality management



accounts for 25.7% of the variation in business performance of the selected manufacturing SMEs in Aba ( $R^2 = 0.257$ ). The  $F$  value (ANOVA) is statistically significant ( $\Delta F_{(1,838)} = 289.340$ ,  $p$ -value = 0.000) indicating that the effect of the quality management is statistically significant in the model. The results revealed a statistically significant coefficient for organizational culture ( $B = 0.678$ ,  $t = 10.681$ ,  $p$ -value = 0.000) indicating that there is a linear dependence of business performance of the selected manufacturing SMEs in Aba, Nigeria. The researcher result indicates that organizational culture has a positive and significant effect on business performance of the selected manufacturing SMEs in Aba, Nigeria. This shows that for every unit increase in organizational culture, business performance of the selected manufacturing SMEs in Aba, Nigeria increase by 0.678 units. Further, the result shows  $R$  square change of 0.089, indicating that the introduction of organizational culture in the model increases  $R$  square from 0.257 to 0.346, meaning that organizational culture accounts for 34.6% of the variation in business performance of the selected manufacturing SMEs in Aba, Nigeria above the effect of quality management which is statistically significant at 5% significance level. The  $F$  value is statistically significant ( $\Delta F_{(2,827)} = 114.085$ ,  $p$ -value = 0.001) indicating that the effect of the organizational culture is statistically significant in the model.

In model three, the introduction of the interaction term on controlling for the two independent variables (aggregated quality management and organizational culture [QM\*OC]) revealed a positive and insignificant effect ( $B = 0.044$ ,  $t = 5.321$ ,  $p$ -value = 0.000). The coefficient of interaction term was statistically significant. Furthermore, the change in coefficient of determination is 0.0021 ( $\Delta R^2 = 0.021$ ) with the interaction of aggregated quality management and organizational culture. This implies that the interaction term has a slight additional contribution to the variation in business performance in the model. The significance of the interaction term indicated a possibility of both quality management and organizational culture being joint contributors to influencing business performance of the selected manufacturing SMEs in Aba, Nigeria. This means that the introduction of the moderator (organizational culture) has significant effect on the interaction between quality management and business performance ( $B = 0.044$ ,  $\Delta R^2 = 0.021$ ,  $\Delta F_{(3,836-4)} = 28.309$ ,  $p = 0.000$ ). Therefore, at a level of significance 0.05 the  $F$  statistics is 54.864 while the  $p$ -value is 0000 which is less than 0.05% level of significance adopted. Hence the study rejected the null hypothesis which means that organizational culture has significant effect on the relationship between quality management and business performance of selected manufacturing SMEs in Aba, Nigeria.

The regression model for this relationship is:

$$BP = 228.891 + 0.782QM + 5.464OC + 0.044QM*OC \text{ ----- Eq. (vi)}$$

Where:

BP = Business Performance

QM = Quality Management

OC = Organizational Culture

QM\*OC = Interaction of Quality Management and Organizational Culture

The unstandardized coefficient of the quality management (QM) is negative but statistically significant (QM = -0.782;  $p$ -value = 0.003) at 5% level of significance. When the parameter of organizational culture was added, it shows positive and statistically significant coefficient (OC = -5.464;  $p$ -value = 0.000). However, the interaction of

aggregated quality management and organizational culture (QM\*OC) shows positive and statistically significant (QM\*OC = 0.044;  $p$ -value = 0.000) at 5% level.

This implies that organizational culture and interaction of aggregated quality management and organizational culture (QM\*OC) significantly increase business performance of the selected manufacturing SMEs in Aba, Nigeria. The null hypothesis which states that organizational culture has no significance moderating effect on the relationship between quality management and business performance of the selected manufacturing SMEs in Aba, Nigeria is hereby rejected.

### **Conclusion and Recommendation**

A firm's performance is a function of how well managers use quality management practices to improve the quality of products and services. Quality management practices have been adopted by manufacturing firms in developed and developing nations of the world but no robust work has been done on the moderating effect of organizational culture on the interaction between quality management and business performance of selected manufacturing SMEs in Aba, Nigeria. Similarly, customers are still complaining that the quality of manufactured products has been compromised which has led to declines in the performance of small and medium scale enterprises globally. From the result obtained, this study observed that there was a statistically significant effect of quality management. The study established that organizational culture has significant moderating effect on the interaction between quality management and business performance of selected manufacturing SMEs in Aba, Nigeria.

The researcher therefore recommend that understanding organizational culture and its implications on overall business performance is a major factor every firm must cogitate before operating in any sector of the economy. Manufacturing SMEs like any other firms do face constant fluctuations in policies formulated and enacted by the government through her agencies like the standard organization of Nigeria (SON). Therefore, the study recommended that business firms must ensure constant evaluation of polices formulated by the government through her agencies in order to better position the business for improved performance.

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