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RESEARCH ARTICLE

Implication of Service Quality Management on Organizational Performance in Small and Medium Scale Enterprises in Enugu State

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ABSTRACT

The study evaluated the implication of service quality management on organizational performance in small and medium scale enterprises in Enugu State. Service quality was observed through three core dimensions such as; product gap improvement, process gap improvement, and customer focus, while organizational performance was measured from the angle of consumer satisfaction. The study employed primary data as gotten through structured questionnaires. Spearman Rank Order Correlation Coefficient was used to analyze the data. The results revealed that; service quality management might be lowly adopted in the various small and medium scale enterprise but has a positive and significant relationship with organizational performance. The study concluded that the service quality of these enterprises determines the level of their performance. Considering this finding, the study recommends that; organizations should develop an environment that includes orientation, fostering of technical support among co-workers, and also, for the effective implementation of service quality management.

Keywords: *Service Quality Management; Organizational Performance; Small and Medium Scale Enterprises*

1. Introduction

In most developing countries, small and medium-scale enterprises (hereafter referred to as SMEs) can accelerate monetary growth and productive employment. In Nigeria, SMEs create 250,000 jobs per year and contribute to approximately 30% of the Gross Domestic Product (GDP) of the country. They are the vendor of new jobs in the country, and they make a predominant contribution to income generation, especially, particularly among the poor (Business Guide, 2020). SMEs have to be efficiently managed if they contribute to the growth of national economies. It is consequently crucial for researchers and policymakers to understand the marketing operations of SMEs in detail (Aghajary & Senin, 2019). Overall, performance in SME organizations or firms is measured by how well these SMEs meet the individual objectives of their business plan thus signifying their achievements rate (Ferreira *et al.,* 2012). To achieve positive business performance, organizations require an array of a skilled, motivated, and flexible workforce that can help develop core competencies towards generating sustainable competitive strategies through the quality of goods produced and services that are rendered as expressed by Levine (2016).

To meet the challenge of this global competition, many businesses have invested substantial resources in adapting and implementing Service quality management (SQM) practices in their operations (Musran, 2013). In simpler terms, Shekoufeh and Siavash (2013) explained Service quality management to be an integrative philosophy of management for continuously improving the quality of services and processes to reduce expectation service expectation gaps. Whatever form of service quality management approach is implemented, practitioners realize that good service quality in daily operation is a sustainable competitive advantage and competence of an organization to keep growing (Yunis *et al.,* 2013). The objective of the quality approach is the same, which is to create product quality (goods and services) for customers. So, the main quality objective for organizations is the customers.

Service quality management (SQM) has been recently very popular for encouraging quality operations and services in business and is considered a new paradigm in management by scholars and practitioners. The basis of Service quality management is consistent improvement of quality, higher organizational performance, and paying attention to process instead of concentration on the result to ensure organizational success (Sanjar et al., 2020). Therefore, organizations tend to implement procedures and processes for increasing the quality of products and services in the organization. Today, many issues such as quality management, development of quality performance, ISO, etc. are considered very important in industrial engineering and management (Radmez & Akbarnia, 2000). On the other hand, organizational performance is also considered important.

Due to the gradual nature of the Service quality management process, there is, therefore, a need to pay careful attention to it at all times. Various literature still expresses a lack of knowledge as to the stance of service quality management on organizational performance, which may make the required improvements for development and improvement of organizational operations impossible, and its consequence is the death of the organization. To the researcher's knowledge, there is a limited number of studies on the subject matter, which makes it imperative to evaluate the interrelationship between service quality management and organizational performance as this constitutes the bane of this study.

Statement of the Problem

There is a need to pay careful attention to the service quality management process because through this, organizational performance improved over time. But over the years, we observe that small and medium-scale performance has been affected by the poor-quality services rendered to their customers, production of poor-quality products, and the processing are nothing to write home about. We hereby encourage the management of small and medium-scale to comply with the procedure and principles of Service Quality Management implementation. To provide a lasting solution to this horrible situation. Judging by the aforementioned, it becomes imperative to evaluate the influence of Service quality management on Organizational performance especially in a nation like Nigeria to ascertain the extent of the relationship.

Objectives of the study

The prime objective of this study is to identify the relationship between service quality management and organizational performance in small and medium scale enterprises in Enugu State; the Objectives include:

i. To examine the influence of product gap improvement on Customer Satisfaction of Small and medium scale enterprises in Enugu State.
ii. To estimate the influence of process gap improvement on Customer Satisfaction of Small and medium scale enterprises in Enugu State.
iii. To examine the influence of Customer Focus on Customer Satisfaction of Small and medium scale enterprises in Enugu State.

Hypotheses of the study

i. Product gap improvement has no significant influence on Customer Satisfaction of Small and medium scale enterprises in Enugu State.
ii. Process gap improvement has no significant influence on Customer Satisfaction of Small and medium scale enterprises in Enugu State.
iii. Customer Focus has no significant influence on Customer Satisfaction of Small and medium scale enterprises in Enugu State.

2. Review of Related Literature

2.1 Conceptual Review

Service Quality Management

Service quality or quality of service is a difficult concept to define and measure. Consequently, several conceptualizations from different perspectives have been introduced. Early studies defined Quality as compliance with the specification, meaning that its attributes should match the default standards for a product to be good. This quality definition is better suited to goods than services as the standardization of services is difficult. In addition, these standards are determined from the point of view of administration rather than the customer (Reeves and Bednar, 1994). To overcome this limit, the concept was defined in three ways: (a) quality as excellence; (b) quality as value; and (c) quality as satisfaction or exceeding expectations. There are some inherent weaknesses in the first definition of quality because 'excellence' is highly subjective and difficult to measure. Thus, it may be questionable to track the changes between two different evaluations.

The second definition of quality means that the quality perceived is the same as the value perceived. The concept of price was introduced into the definition of quality, but certain scholars argue that perceived value and perceived quality differ (Bolton and Drew, 1991). The value perceived is a ratio between what customers sacrifice. The value "sacrifice" elements are usually considered monetary costs, while the value "get" components are the product or service advantages. Therefore, when customers compare goods/services quality to paid prices to assess value perceived, quality may appear to be the same as product benefits. The final approach considers quality to meet or exceed expectations. This quality performance definition is more generic and customer-friendly than other definitions because quality is defined from the perspective of the customer irrespective of its specific characteristics for a particular hospitality unit or customer segment. In this regard, the quality can either by the perceived disconfirmation or de confirmation scale be measured from the customer's perspective (perhaps best known as gap scoring) (Cronin & Taylor, 1992).

Product Gap

A product gap is defined as a procedure or set of procedures intended to ensure that a product or service under development (before work is complete, as opposed to afterward) meets specified requirements. QA is sometimes expressed together with QC as a single expression, quality assurance, and control (QA/QC). Fening et al., (2013) explained that for organizations to avoid breakdown, a key part of any total quality strategy is the management of the processes which is focused on managing the manufacturing process so that it operates as expected. Process management involves precisely defining and documenting process management procedures with instructions for machine operation and set-up posted at each workstation to minimize the likelihood of operator error. The methods

which are used for process control and improvement are problem-solving methods, statistical process control, failure mode effects analysis, foolproofing, sampling, and inspection (Flynn et al., 1994).

Process Gap Improvement

Process gap is the proactive task of identifying, analyzing, and improving upon existing business processes within an organization for optimization and to meet new quotas or standards of quality. The employees in an organization may acquire new knowledge and skills by participating in SQM. As they participate, it leads to lasting changes in behavior which results in quality improvement (Juran & Gryna, 1993). Some of the advantages of participation are that it can change some employees' negative attitudes, reduce conflict stemming from the working environment, instill in them a better understanding of the importance of product quality and contribute to the establishment of an organization-wide quality culture. SQM will do little to improve the performance of an organization unless all employees embrace it, and this often requires a change in an organization's culture.

Closer Customer Focus

The customer today dictates the market. The primary focus of SQM is the customer. It is aimed at satisfying customer needs. Demirbag, Tatoglu, Tekinkus, and Zaim (2006) have indicated that customer satisfaction is increased by the participation of all employees in SQM. A successful organization recognizes the need to put the customer first in every decision made. In product design and during the development process, the customer should be closely involved and should provide inputs at every stage of the process, to avoid waste, defects, and quality problems (Flynn, Schroeder, & Sakakibaba, 1994). It has also been concluded by Ugboro and Obeng (2000) that SQM is an approach used in directing organizational efforts toward the goal of customer satisfaction. Consumers demand high-quality levels of products or services at reasonable prices to achieve value and customer satisfaction.

Organizational Performance

One of the main elements to achieve an effective organizational management process is performance measurement. The performance of one organization can be directly related to its ability to achieve its strategic and financial objectives (Li et al., 2006). The performance of organizations was largely neglected in past research, whereas some others (Katou, 2008) were discussing the organizational performance concerning the financial performance only. Stock et al. (2000) were also discussing the organizational performance by measuring both financial and market harmonic performance which includes the return on investment measures (ROI), sales profit and growth, and market share progress. One fact that must be also mentioned here is that the organizational performance could be measured either depending on operational performance which is referring to the whole performance of one organization that including financial performance, customer satisfaction, and effectiveness of product quality (Brah et al.,2000). Whereas the operational performance of one organization is directly handled with the enhanced delivery performance, flexibility, minimizing costs and errors, and enhancing process productivity(Nunnally, 1978).

Customer Satisfaction

Rai (2013) defined satisfaction as "a buyer's emotional or cognitive response post-subjective assessment and comparison of pre-purchase expectations and actual performance after the consumption of the product or service, meanwhile evaluating the costs incurred and benefits reaped in a specific purchase even or overtime in course of transacting with an organization". Most recent studies emphasize the importance of customer satisfaction, like those (Asikhia, 2010; Kassim & Abdullah, 2010), who showed that the customer satisfaction is a vital trend to develop the organizational performance, Fotopoulos and Psomas's (2010) study also reflects that customer focus and satisfaction are positively and significantly related to the performance of the organization, while Chen et al.(2012) confirmed that well-established relationship with customers can increase both financial and non-financial performance. Dadfar *et al.* (2013) reveal that it is important to build a strong relationship with the customer and service provider to be able to have an efficient co-production together.

2.2 Theoretical Framework

Dynamic Capability Theory

In organizational theory, the dynamic capability is the capability of an organization to purposefully adapt an organization's resource base. The concept was defined by David Teece, Gary Pisano, and Amy Shuen, in their 1997 paper Dynamic Capabilities and Strategic Management, as "the firm's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. (Teece et al, 1997). The term is often used in the plural form, dynamic capabilities, emphasizing that the ability to react adequately and timely to external changes requires a combination of multiple capabilities and is greatly related to Service quality management. The term "dynamic capabilities" was first introduced in a working paper in 1989. It is an outgrowth of Gary Hamel's multinational strategy research, which led to his article "Core Competences of the Corporation" (Prahalad, 1990). This work was cited in Ikujiro Nonaka and Hirotaka Takeuchi's innovation strategy book The Knowledge-Creating Company. The idea of dynamic capabilities is similar to the previously existing concept of operational capabilities; the latter pertains to the current operations of an organization, whereas the former, by contrast, refers to an organization's capacity to efficiently and responsively change these operations and develop its resources (Helfat et al., 2007). Dynamic capabilities can be distinguished from operational capabilities, which pertain to the current operations of an organization. Dynamic capabilities, by contrast, refer to "the capacity of an organization to purposefully create, extend, or modify its resource base" (Helfat et al., 2007). The basic assumption of the dynamic capabilities framework is that core competency should be used to modify short-term competitive positions that can be used to build a longer-term competitive advantage.

2.3 Empirical Review

Fening, Amaria, and Frempong (2013) examined the linkages between service quality management and organizational survival in manufacturing companies in Ghana. A quantitative approach and the survey method of collecting data were used. The questionnaire was administered through the face-to-face method of collecting data. A sample of 250 small and medium scale enterprises within the metropolis of Kumasi, the second-largest city in Ghana was selected and interviewed. The missing data and data anomalies were eliminated resulting in a final valid sample of 101. A structural equation model (SEM) was proposed to examine the relationships between the seven organizational linkages and five practices of SQM impact on the Ghanaian companies. The findings showed a significant positive effect of the seven Service quality management (SQM) elements on organizational performance.

Ngami and Nkemkiafu (2015) investigated the influence of Service quality management (SQM) on Organizational Performance. Data are collected from small and medium-scale enterprises in the Republic of Cameroon. Variables used to capture Service quality management (SQM) are management commitment through leadership, Quality control, inspection, employee training, customer focus, and benchmarking as the basis for enhancing product quality. Organizational performance is measured by Customer Satisfaction, Corporate Social responsibility, and Cost Reduction. We run a series of multiple regressions of organizational performance variables on explanatory variables defining SQM. their results showed that only employment training and empowerment have a significant impact on financial performance and corporate social responsibility; leadership commitment, quality control, and inspection have a significant impact on cost reduction. However, none of the SQM practices appear to have a significant effect on customer satisfaction.

Sanjar et al. (2013) explored the relationship between service quality management establishment and organizational performance in Kerman Steel & Rolling Plant. The conceptual model is a combination of two other models: the Malcolm Baldrich Model and EFQM Model as tools for measuring service quality management establishment rate and organizational performance rate respectively. The statistical population includes the senior staff of the above-mentioned company based on proportionate stratified random sampling. Data was collected using a mixed questionnaire (based on the two above models). The results showed that there is a positive and significant relationship between service quality management establishment and organizational performance.

3. Methodology

Research Design: For the study, a cross-sectional survey designs the study seeks to evaluate multiple variables in a single period. This study employed primary sources of data which were gotten from the respondents via a carefully structured questionnaire. In undertaking the validity test, the employed questionnaire of the research was subjected to facial validity to ensure that the utilized instruments are capable of doing what it is expected to do in this study, as it was given to two experts in the field to validate the applicability of the employed questionnaire. The Accessible population of this study comprises registered and operating small and mediums scale enterprises in Enugu State. This study adopted the purposive sampling technique as predicated on the author's convenience. The study selected a total of 50 small and medium scale firms in Enugu State. These firms were selected based on their accessibility and efficient performance, as they are basic and recommended in Enugu State. These firms were estimated to house managers and workers numbering up to 588 cumulatively. Therefore, using the Taro Yamane formula. The Spearman's rank-order correlation coefficient was used to analyze the data obtained from the questionnaire which will enable the researcher to examine the relationship between Service quality management and organizational performance. All Statistical analysis is carried out using the Statistical Package for Social Sciences (SPSS) version 25.

4. Data Presentation and Discussion

Survey Results

The population for the study targeted 238 small and medium scale enterprise owners and employees in Enugu state, as 238 questionnaires were distributed based on the estimated sample of 238 workers, out of a total of 238 (100%) questionnaires copies were administered, 210 (88.24%) copies were successfully retrieved; thereafter, the retrieved copies were examined for errors, missing data, blank questionnaire, and double entries. After the cleaning process, only 201 (84.5%) of the questionnaire copies were considered useful and valid for inclusion in the study.

Table 1 Questionnaire Distribution and Retrieval

Questionnaire Copies	*Frequency*	*Percentage (%)*
Administered	238	100
Retrieved	210	88.2
Bad copies	9	3.8
Usable copies	201	84.5

Source: Research Data, 2022

Dimensions

Product Gap Improvement (Predictor Variable)

Below are the descriptive statistics for product gap improvement, a Dimension of success based on respondents' replies to the questionnaire and its empirical referents.

Table 2 Product Gap Improvement Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The level of newness (novelty) of our new features/packages is high.	201	1	5	3.65	1.709
We use the latest technological innovations in new product/services development.	201	1	5	1.49	.899
Our speed of new product/service development is fast.	201	1	5	1.38	1.019
There is a wide number of new services that we introduce to the market.	201	1	5	1.97	1.418
The up-datedness or novelty of technology used in our processes is high.	201	1	5	4.07	1.405
Valid N (listwise)	201				

Source: Research data, 2022 (SPSS-25 output).

Table 2 above illustrates the descriptive statistics for the indicators of product gap improvement statistics which examines using multiple items (5 items) respondents' perception and cognition of their Perceived product gap improvement based on outputs of the firm. The overall mean score is 2.512, while the standard deviation at 1.29. The coefficient implies that on average, most of the respondents Disagree with the presence of display of product gap improvement in their respective workplaces (Institutions).

Process Gap Improvement (Predictor Variable)

Below are the descriptive statistics for process gap improvement, a Dimension of Service quality management based on respondent's replies to the questionnaire and its empirical referents.

Table 3 Process Gap Improvement Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
We are authorized to inspect our work	201	1	5	3.00	1.406
We are encouraged to find out and fix the problems/issues.	201	1	5	1.69	1.244
Technical assistance is provided to us for solving the problems.	201	1	5	2.97	1.581
We are recognized and rewarded for superior quality performance	201	1	5	3.90	1.375
We are encouraged to give suggestions	201	1	5	3.00	1.549
Valid N (listwise)	201				

Source: Research Data, 2022 (SPSS-25 output)

Table 3 above illustrates the descriptive statistics for the indicators of process gap improvement statistics which examines using multiple items (5 items) respondents' perception and cognition of their Perceived process gap improvement based on firms' output quality and quantity. The overall mean score is 2.912 approximately 3, while the standard deviation is 1.431. The coefficient implies that on average, most of the respondents are uncertain as to the presence of display of process gap improvement in their respective workplaces (Institutions).

Customer Focus (Predictor Variable)

Below is the descriptive statistics for Customer Focus, a Dimension of Service quality management based on respondents' reply to the questionnaire and its empirical referents.

Table 4 Customer Focus Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
We assume that ensuring customer satisfaction is our major responsibility.	201	1	5	1.68	1.104
We determine our customers' satisfaction relative to the customers' satisfaction of the competitors.	201	1	5	3.34	1.098
We link customer satisfaction with our internal performance indicators.	201	1	4	1.14	.485
We use Customer complaints as input to improve our processes.	201	3	5	4.86	.485
We use various methods to build relationships with customers and to increase repeat business and positive referrals.	201	1	3	1.36	.659

Valid N (listwise)	201				

Source: Research Data, 2022 (SPSS-25 Output)

Table 4 above illustrates the descriptive statistics for the indicators of Customer Focus statistics which examines using multiple items (5 items) of respondents' perception and cognition of their Perceived Customer Focus based on the firm's output quality and quantity. The overall mean score is 2.476, while the standard deviation is 0.7662. The coefficient implies that on average, most of the respondents Disagree with the presence of a display of Customer Focus in their respective workplaces (Institutions).

Customer Satisfaction (Criterion Variable)

Below are the descriptive statistics for Customer Satisfaction, a Measure of Organizational performance based on respondent's answers to the questionnaire and its empirical referents;

Table 5 Customer Satisfaction Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Customer service representatives are well trained	201	1	5	3.92	1.258
I appreciate the firm's overall service quality	201	1	5	3.34	1.586
The purchase experience is great	201	1	5	3.53	1.369
I appreciate my usage experience	201	1	5	3.60	1.403
After purchase service is wonderful	201	1	5	3.60	1.403
Valid N (listwise)	201				

Source: Research Data, 2022 (SPSS-25 output)

Table 5 above illustrates the descriptive statistics for the indicators of Customer Satisfaction statistics which examines using multiple items (5 items) of respondents' cognition of the inherent Customer Satisfaction in terms of its cognitive display of such attribute. The overall mean score is 3.60, while the standard deviation is 1.40. The coefficient implies that on average, most of the respondents are either Uncertain or Agree as to their level of Customer Satisfaction in their respective institutions.

Test of Hypotheses

Hypothesis One

H_{o1}: There is no significant relationship between product gap improvement and Customer Satisfaction of Small and medium scale enterprises in Nigeria.

Table 6 Correlation Output (Product Gap Improvement and Customer Satisfaction).

Correlations			
			Customer Satisfaction
Spearman's rho	product gap improvement	Correlation Coefficient	.801**
		Sig. (2-tailed)	.000
		N	201
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Research Data, 2022 (SPSS-25 output)

Table 6 illustrates the analysis of the association between product gap improvement and Customer Satisfaction in selected small and medium scale enterprises in Enugu Where rho = .801 and p = 0.000. The findings show a very positive and significant association between both variables (where ** implies significance at 0.01 and $p < 0.05$); therefore, based on the criterion for null hypothetical statement rejection of $p < 0.05$, we reject the null and restate

that there is a significant relationship between product gap improvement and Customer Satisfaction of Small and medium scale enterprises in Nigeria.

Hypothesis Two

H_{o2}: There is no significant relationship between process gap improvement and Customer Satisfaction of Small and medium scale enterprises in Nigeria.

Table 7 Correlation Output (Process Gap Improvement and Customer Satisfaction).

Correlations			
			Customer Satisfaction
Spearman's rho	process gap improvement	Correlation Coefficient	.936**
		Sig. (2-tailed)	.000
		N	201
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Research Data, 2022 (SPSS-25 output)

Table 7 illustrates the analysis of the association between process gap improvement and Customer Satisfaction in selected small and medium scale enterprises in Enugu Where rho = .936 and p = 0.000. The findings show a very positive and significant association between both variables (where ** implies significance at 0.01 and $p < 0.05$); therefore, based on the criterion for null hypothetical statement rejection of $p < 0.05$, we reject the null and restate that there is a significant relationship between process gap improvement and Customer Satisfaction of Small and medium scale enterprises in Nigeria.

Hypothesis Three

H_{o3}: There is no significant relationship between Customer Focus and Customer Satisfaction of Small and medium scale enterprises in Nigeria.

Table 8 Correlation Output (Customer Focus and Customer Satisfaction)

Correlations			
			Customer Satisfaction
Spearman's rho	Customer Focus	Correlation Coefficient	.841**
		Sig. (2-tailed)	.000
		N	201
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Research Data, 2022 (SPSS-25 output).

Table 8 illustrates the analysis of the association between Customer Focus and Customer Satisfaction in selected small and medium scale enterprises in Enugu Where rho = .841 and p = 0.000. The findings show a very positive and significant association between both variables (where ** implies significance at 0.01 and $p < 0.05$); therefore, based on the criterion for null hypothetical statement rejection of $p < 0.05$, we reject the null and restate that there is a significant relationship between Customer Focus and Customer Satisfaction of Small and medium scale enterprises in Nigeria.

Summary of Findings

In summary, this study discovered that

i. product gap improvement illustrates a positive and significant relationship with Customer Satisfaction of Organizations in Enugu.
ii. process gap improvement demonstrates a positive and significant relationship with Customer Satisfaction of Organizations in Enugu.
iii. Customer Focus shows a positive and significant relationship with Customer Satisfaction of Organizations in Enugu.

Discussion of Findings

Based on the above findings, the study realizes

Despite the inherent importance of Service quality management, it has rarely been adopted by the managers of the various firms who tend to believe in their business more than the services rendered. A majority of the managers had a strong knack for process gap improvement and were mostly weak towards product gap improvement which could also be attributed to their marital status as most of the respondent were married and might have maintained a stringent workplace behaviour due to their level of responsibility in and out of their respective workplace, A positive and significant relationship was fund amongst employed variables showing that arise in any of the Service quality management is very likely to give birth to a corresponding rise in their Organizational performance status and a drop in the Service quality management is more likely to result to a decreased level of organizational performance as verified by the analytical result based on the employed instrument (questionnaire), in this light, it can be seen that managers as attached to the Respondents for the sake of this study gave little to no room for a wide range of quality management and carefully averted it due to the inherent managerial problem attached to being too loose with the employees while the few who strongly took to quality management displayed a lower degree of Organizational performance.

5. Conclusions

The study concludes from findings that organizational performance outcomes are significantly impacted by interactions that occur between workplace quality management. In particular, firms are likely to experience relatively low levels of success in the achievement of goals when organizational service quality management levels are equally low. but are likely to experience relatively high levels of strain when a coworker and employee quality management levels are dissimilar. In contrast to employee strain outcomes, results of the current study reveal that employee performance outcomes are significantly and positively impacted by coworker quality management alone; suggesting that all employees can benefit (at least in terms of their performance) from exposure to coworkers who use positive Service quality management.

6. Recommendations

From the findings of the study, it is therefore recommended that:

i. Organizations should develop an environment that includes orientation, fostering of technical support among co-workers, also, for the effective implementation of SQM. If employees do not feel there is sufficient acknowledgment and support from the organization and from colleagues with whom they work, then firms may not reap the benefits of SQM programs.
ii. SMEs must constantly upgrade employee talent, skill, and knowledge. As organizations that wholeheartedly embrace this approach believe that only by constant learning by employees can continuous improvement occur.
iii. Firm's employees should routinely attend training programs, seminars, and related activities towards learning the latest information they need to contribute more effectively to the firm.

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