



**QUALITY CONTROL IN SERVICE BUSINESS PERFORMANCE: THE NIGERIAN PERSPECTIVE**

Ofoegbu, Wilson Chukwuemeka  
 Department of Management Faculty of Management  
 Sciences University of Port Harcourt  
 wilson.ofoegbu@uniport.edu.ng

<b>ABSTRACT</b>	<b>KEYWORDS</b>
<p>As a crucial part of service business management, quality control is essential for making sure that a business's offerings consistently satisfy its clientele. Since Nigeria's service industry has expanded rapidly in recent years, quality assurance is more vital than ever. The purpose of this research is to determine the effect of quality control performance of service business in Nigeria. Research data from Nigerian service providers was gathered using a qualitative methodology that included in-depth interviews and case studies. According to the results, quality control has a beneficial effect on the productivity of Nigerian service providers by raising levels of client satisfaction, staff dedication, and operational efficacy. On the other hand, the research showed that many Nigerian service providers fail to adopt quality control systems owing to an inadequacy of expertise and funding. Conclusions from the research stress the importance of quality control in the management of Nigerian service organizations and the need for further efforts to train and assist the sector's practitioners.</p>	<p>Quality Control, Service Organizations and Business Performance</p>

**Introduction**

Implementing procedures and systems is an essential part of quality control in a service sector firm. These are put in place to guarantee that the level of service delivered is at, or above, the standards set by the industry. This might involve activities such as providing staff with training on best practices for providing customer service, establishing performance goals and routinely reviewing employees based on those metrics and soliciting customer input to identify areas in which improvements can be made. In addition, ensuring that the business adheres to a standard procedure for quality control may be facilitated by the implementation of a quality management system such as ISO 9001, which can assist to guarantee that the firm is following a standardized process. Specifically, the degree to which a firm is successful in accomplishing its aims and targets is referred to as its "business performance." It is essential because it enables businesses to monitor and analyze their success, identify areas in need of development, and make educated choices about how to expand and develop their business (Zehir & Sadikoglu, 2010). Additionally, great business performance is typically a vital aspect in attracting

investors and consumers, and it may lead to improved profitability and success in the marketplace if the organization is successful overall. Monitoring and enhancing a business's business performance are fundamental to ensuring the organization's continued vitality and development over the long run (Alamri, 2014).

Alamri et al. (2014), and Alamri (2014) submitted that the performance of a firm is of utmost significance in the service sector since it has a direct bearing on the experience of the client. It is crucial for businesses operating in this sector to continually provide high-quality service since their income is driven by the pleasure of their customers and their ability to bring in new customers. When doing business in the service sector, it is common practice to monitor indicators such as the rate of customer satisfaction, the amount of repeat business, and the percentage of retained customers. Firm in the service business may also keep records of staff performance, efficiency, and turnover rates to ensure that they can provide a consistently high level of quality service to their customers. Firm operating in the service sector need to use both proactive and reactive business strategies to boost their financial success. Firm need to take the initiative to ensure that they have the appropriate staff, procedures, and systems in place to provide consistently high-quality service to their customers. Firm should have processes in place to monitor and react to client feedback and complaints to find areas in which they can improve their products and services. Business performance is very important in the service business because it has a direct influence on the degree to which customers are satisfied, which, in turn, determines the amount of money the firm makes and its long-term viability and development. To live up to the standards set by customers and keep them as clients, businesses operating in this sector must monitor, measure, and continuously work to improve their performance.

## **Quality Control in Service-Oriented Organizations**

Implementing procedures and systems to guarantee that the services delivered meet or exceed customer expectations as well as industry standards is an important part of quality control in firms that are focused on providing services to their clients. Employee training is an essential component of quality control in firms focused on providing a service to their customers. Training should be provided to employees on the best practices for providing customer service, as well as on the unique processes and procedures used by the firm. This will assist in ensuring that they continue to provide service of a constant and high-quality. Establishing performance criteria and conducting frequent reviews of personnel based on those metrics are two more essential components of quality control. This may include metrics like response times, resolution rates, and customer satisfaction rates (Chauke, 2019). The business will be able to enhance its overall quality of service if it monitors these measures and takes action to resolve any problems that may crop up.

## **Quality Control in Service-Oriented Organizations in Nigeria**

In addition, obtaining feedback from customers is an essential component of quality control in businesses that focus on providing a service to their clients. This may be accomplished via the use of questionnaires, interviews, or any number of other ways, and the results can give very helpful insights into areas in which the business can make improvements. Service-oriented businesses that want to guarantee that they are adhering to a defined method for quality control might benefit from implementing a quality management system like ISO 9001, which can assist them in assure that they are doing so. This may assist guarantee that the business complies with legal regulations and industry

standards, while also offering a framework for ongoing improvement of the organization's operations. In its broadest sense, quality control in service-oriented businesses refers to an ongoing process that monitors and enhances the quality of the services offered to clients to guarantee their complete satisfaction and conformity with the criteria established by the relevant industry. It may be difficult to maintain quality control in service-oriented businesses in Nigeria for many reasons, including a dearth of appropriate training opportunities, an absence of sufficient resources, and ineffective management. In addition, the quality control procedure might be adversely affected by cultural variations as well as a general lack of understanding of the significance of quality (Chauke, 2019). Despite these problems, service-oriented firms in Nigeria can enhance their quality control by putting in place efficient training programs, providing the required resources, and putting in place stringent quality management methods. In addition, including consumers in the process of quality control via various feedback systems may be another helpful step in the direction of improving the overall quality of the services that are offered.

## **Business Performance**

Business performance is an important indicator that shows an organization's efficacy and success. It is the consequence of devotion, hard effort, and smart planning (Alamri, 2014). A successful business not only generates money but also adds value to its stakeholders, who include customers, workers, partners, and the community. A mix of elements such as efficient operations, effective leadership, and creative solutions drives high company success. An efficient business may simplify procedures, decrease waste, and boost production, resulting in increased performance and higher profitability. Strong leadership sets the tone for the business, encourages personnel, and offers direction. A dedicated to quality and a clear vision may propel a firm to new heights of success. Another important component that influences corporate success is innovation. Companies that embrace change and are always looking for new and better methods to suit the requirements of their customers will always be ahead of the competition. This implies businesses must keep ahead of the competition by spending in R&D and using cutting-edge technology. The overall economic climate has an influence on business performance. Companies must be able to adapt and react to changing market circumstances, such as variations in customer behavior and legislative changes. Businesses may sustain performance and remain ahead of the curve by anticipating and planning for these changes (Alamri, 2014; Chauke, 2019; Zahari, 2016). Finally, business performance is a key indicator of an organization's success. Companies that operate well provide value to all stakeholders and establish a high standard for others to follow. Organizations must embrace efficiency, strong leadership, innovation, and flexibility in order to attain and sustain high business performance. Businesses may continue to develop, prosper, and succeed in today's quickly changing industry if these crucial pieces are in place.

Alamri (2014), Chauke, (2019) and Zahari, (2016) submitted that measuring business performance entails assessing several areas of a firm's activities in order to evaluate its overall health and success. Here are some of the most used metrics for measuring company performance:

(1). **Financial Performance:** One of the most crucial markers of a company's success is its financial performance. This covers measures like as sales growth, profit margins, ROI, and profits per share (EPS). These measures give useful information about the company's financial health and capacity to make profits for its owners.

(2). **Customer Satisfaction:** A major aspect in determining corporate success is customer satisfaction. This indicator assesses how successfully the firm meets the requirements and expectations of its customers. Companies may analyze their performance in this area through consumer feedback and surveys, and make modifications as required to boost satisfaction and loyalty.

(3). **Employee Satisfaction:** Another essential component in determining corporate success is employee satisfaction. This statistic assesses workers' levels of engagement, motivation, and satisfaction. Staff happiness may lead to higher productivity and better customer service, as well as lower attrition and enhance employee retention.

(4). **Operational Efficiency:** A crucial indication of corporate success is operations efficiency. This indicator assesses how successfully the organization uses its resources and manages its processes to accomplish its objectives. Companies may evaluate the efficiency of their operations by analyzing measures like as lead time, manufacturing cycle time, and inventory turnover.

(5). **Market Share:** A company's market share is its share of the overall market for its goods or services. This indicator gives useful information about the company's competitiveness and capacity to acquire new consumers and maintain current ones.

(6). **Innovation** is an important aspect in determining corporate success. This indicator assesses a company's capacity to develop new goods, services, and procedures that promote growth and enhance customer satisfaction. Companies may evaluate their innovation by measuring measures like the number of new goods or services offered and the degree of expenditure in R&D.

(7). **Environmental, Social, and Governance (ESG) Performance:** ESG performance assesses a company's environmental, social, and governance effect. Companies that excel in this area are seen as good corporate citizens, and they may profit from improved consumer loyalty, employee engagement, and stakeholder confidence.

(8). Finally, measuring business performance entails assessing a broad variety of criteria to present a complete picture of the company's health and success. Companies may discover areas for improvement, create and accomplish objectives, and make educated choices for the future by recording and evaluating these indicators.

## **Quality Control in Services and Performance**

Chauke (2019) and Zahari (2016) noted that controlling the quality of services is an essential component in meeting or exceeding the standards set by customers and making a positive contribution to the overall success of a business. Quality control may be conducted in service-oriented businesses using a variety of different ways, including the following: (1). Establishing clear quality standards and objectives helps to guarantee that services are offered in a manner that is consistent with the aims of the business as well as the needs of the client. (2). Implementing Effective Training Programmes: This guarantees that staff has the essential information and abilities to perform services of high quality by providing them with the relevant knowledge and skills. (3). Monitoring and Ensuring Performance: Monitoring and assessing service performance regularly enables firms to more easily identify areas in need of improvement and track their progress toward attaining their quality objectives. (4). Involving customers in the quality control process: Businesses can pinpoint problem areas and guarantee that their offerings are up to the standards of their consumers by soliciting input from those customers and implementing that feedback into the quality control process. (5). Continuous Improvement: Service-

oriented businesses may get a competitive advantage over their peers and keep their level of service at a high standard by continuously evaluating and enhancing their processes and procedures.

Al-Damen (2017), Westgard and Westgard (2015), and Zahari (2016) pointed out that in general, enhanced quality control in service-oriented businesses may lead to increasing levels of customer satisfaction and loyalty as well as higher levels of organizational performance. Hence, they made key submissions on the basic theories. The key submissions of the basic theories of quality control by Al-Damen (2017), Westgard and Westgard (2015), and Zahari (2016) are as follows:

- i. **Total Quality Management (TQM)** is a strategy for management that tries to enhance the total quality of a business's goods and services by integrating all of the business's workers in the process of quality control. TQM is an abbreviation for the phrase "Total Quality Management." It is a method that is centered on the client and emphasizes continual improvement, staff participation, and leadership. The objective of total quality management (TQM) is to find and remove the factors that contribute to mistakes and flaws in a business's operations, as well as to sustainably enhance the quality of the business's goods and services. To achieve total quality management (TQM), one of the most important ideas is to make quality everyone's responsibility in the business, not simply the domain of the quality assurance division.
- ii. **Six Sigma** is an approach to quality control that is data-driven and makes use of statistical techniques to discover and eradicate flaws in a business's goods and services. Six Sigma is also known as "Six Sigma." It is a strategy that focuses on processes and places an emphasis on the significance of monitoring and improving processes to attain almost flawless quality. Six Sigma is a methodology that seeks to discover and eradicate the causes of a process's variability by using a collection of tools and methods, such as statistical process control and the design of experiments. The purpose of the Six Sigma methodology is to reduce the number of faults in a process to 3.4 per million opportunities.
- iii. **ISO 9000** is a collection of international standards that have been developed for use in quality management systems. It offers a framework that may be used by a corporation to design and put into practice processes and procedures for quality control, as well as to be recognized as achieving these requirements. The ISO 9000 standard is based on a process perspective, in which the quality management system of a corporation is considered a collection of processes that are interconnected with one another. A corporation must determine its processes, record them, and then define quality targets and performance indicators.
- iv. **The 14 Points of Deming:** These 14 ideas, which were developed by W. Edwards Deming, provide a framework for enhancing quality by emphasizing leadership, employee interaction, and the pursuit of continuous improvement. The 14 points include guiding ideas such as establishing a consistent purpose for one's job, adopting a new mindset, and doing away with fear at one's place of employment. The methodology developed by Deming places a strong emphasis on the roles of leadership and management in the process of establishing a culture that values quality and strives for ongoing improvement.

- v. **Lean Manufacturing** is a production philosophy that emphasizes the removal of waste and inefficiencies in a business's operations. Lean manufacturing is also known as just-in-time manufacturing. It is a method that is centered on the process, and its goal is to enhance quality by lowering the number of defects, as well as lead time and inventory levels. The objective of lean manufacturing is to generate a flow of materials and information that is both smooth and efficient as it moves through the operations of a firm.
- vi. **The Malcolm Baldrige National Quality Award**, often known as the MBNQA, is a recognition handed out in the United States to businesses and organizations that have shown exceptional quality management and performance. The MBNQA criteria concentrate on leadership, strategic planning, customer and market focus, measurement, analysis and knowledge management, workforce focus, process management, and outcomes. These criteria are used to assess the success of an organization. The Baldrige Performance Excellence Program serves as the foundation for these criteria. This program offers a framework that businesses may use to enhance their performance and achieve excellence in a variety of areas, including leadership, strategy, and the emphasis on the customer.

The many theories of quality control in business each take a somewhat different approach, but they all work toward the same end goal: enhancing the standard of goods and services offered to consumers while simultaneously expanding their level of contentment. Businesses can choose which solution is the most suitable for their requirements and resources, and then put that solution into action to accomplish the outcomes they want.

### **Impact of Total Quality Management on Performance of Service Organizations**

Total Quality Management, often known as TQM, is a method of management that tries to enhance the quality of goods and services by integrating all workers in a process of continuous improvement. This method was developed by Deming in the 1960s (Alamri et al., 2014). TQM has the potential to significantly influence the performance of service firm in many different ways. TQM is focused on meeting and surpassing the demands and expectations of customers, which leads to increased customer satisfaction. Service providers may better recognize and fulfill the needs of their customers and, as a result, boost their level of satisfaction by inviting consumers to participate in the process of quality development. TQM emphasizes the use of data and process analysis to discover and get rid of waste and inefficiencies, which leads to an improvement in efficiency. Service firm may enhance their efficiency and lower their expenses by optimizing their operations and removing any bottlenecks that may exist. TQM may assist service firm cut costs in many different ways, including those listed above. Service firm may reduce their costs for materials, labor, and rework by detecting and removing waste, increasing efficiency, and lowering the number of errors in their work. TQM supports the formation of cross-functional teams and improves communication across various departments, both of which contribute to enhanced communication and cooperation. This may result in improved coordination and cooperation, both of which may contribute to an even greater improvement in performance.

Alamri et al. (2014) pointed out that TQM lays a significant focus on employee participation and empowerment, which contributes to increased employee engagement. Service businesses have the opportunity to boost employee engagement, motivation, and dedication by giving workers a voice in the process of making improvements. To summarize, Total Quality Management has the potential to

assist service firm in being more competitive and successful in the market. It does this by enhancing customer happiness, decreasing costs, raising efficiency, and enhancing staff engagement, motivation, and dedication. However, it is essential to keep in mind that implementing TQM calls for a substantial organizational shift as well as a commitment on the part of the business. In addition, this endeavor involves time, money, and effort.

## **Impact of Six Sigma on Performance of Service Organizations**

Six Sigma is a data-driven approach to quality management that strives to enhance the performance of businesses by lowering the number of flaws and mistakes that occur in the operations they carry out. In many different ways, Six Sigma has the potential to significantly influence the performance of service organizations. Six Sigma's primary objective is to increase levels of customer satisfaction by first identifying and analyzing customer wants and requirements, and then implementing process improvements to more effectively satisfy those goals. Six Sigma may assist service firm to enhance the quality of their goods and services, which will ultimately lead to greater levels of customer satisfaction. This is accomplished by lowering the number of faults and mistakes that occur. Six Sigma employs data and statistical analysis to determine where waste and inefficiencies exist in processes and then eliminate them. This results in improved efficiency. Service firm may enhance their efficiency and lower their expenses by optimizing their operations and removing any bottlenecks that may exist. There are several ways in which service firm might benefit from using Six Sigma to cut expenses. Service firm may save their costs for supplies, labor, and rework by locating and getting rid of waste, increasing efficiency, and lowering the number of errors in their work (Wijetunge, 2016).

Six Sigma's primary objective is to enhance process performance, which, when combined with its other goals, may result in higher levels of production and output. Service firm may enhance their capacity to satisfy the needs of their customers, which can lead to an increase in income if they take steps to reduce flaws and mistakes in their work. Six Sigma plays a significant focus on employee participation and empowerment, which contributes to improved employee engagement. Service providers have the opportunity to boost employee engagement, motivation, and dedication by giving workers a voice in the process of process improvement. Better decision-making is possible because of the data-driven insights provided by the Six Sigma technique, which may help businesses improve their decision-making. Overall, Six Sigma has the potential to assist service businesses in being more competitive and successful in the market. It does this by enhancing customer happiness, lowering costs, and boosting efficiency and productivity, as well as staff engagement, motivation, and dedication. However, it is essential to keep in mind that implementing Six Sigma calls for a big organizational transformation as well as a commitment on the part of the business (Wijetunge, 2016).

## **Impact of International Organization for Standardization (ISO) on Performance of Service Organizations**

International Organization for Standardization (ISO) 9000 is a set of guidelines for managing and ensuring product quality internationally. The adoption of these norms provides a basis for enterprises to reliably fulfill their customers' needs and boost their efficiency. ISO 9000 may have a large effect on service businesses since it encourages process enhancements that boost customer satisfaction and, in turn, revenue. ISO 9000 may have a variety of effects on service organizations, some of which are: (1). Services may benefit from ISO 9000's emphasis on documentation of processes and procedures,

which can reveal areas of inefficiency and lead to greater productivity. Productivity gains and cost savings may result from this. (2). By adopting ISO 9000, service providers may guarantee they always provide high-quality work that satisfies their clients. Consequently, this has the potential to boost client retention rates. (3). More confidence and credibility gained from customers, vendors, and other stakeholders because of the service provider's ISO 9000 accreditation. (4). Improved performance and market competitiveness for service providers are a direct result of adopting ISO 9001. (5). Better coordination and communication might result from ISO 9000's insistence on open channels of communication between employees and clients. (6). Employee engagement and motivation may be enhanced via ISO 9000's emphasis on employee involvement in the quality management process.

To sum up, ISO 9000 may benefit service businesses by enhancing their operations, delighting their clientele, and attracting new business. However, accreditation isn't a good fit for every service business since it may be expensive and time-consuming to obtain and maintain.

### **Impact of the 14 Points of Deming on Performance of Service Organizations**

W. Edwards Deming developed a series of guidelines for management and quality control known as the 14 Points of Deming. They have been extensively implemented in the manufacturing industry as well as the service industry, and it is believed that they have had a substantial influence on the improvement of performance in both of these areas. (1). Establish a constant goal for the enhancement of goods and services, (2). Take on the new outlook, (3). No longer rely on inspection as the only means of ensuring quality. (4). Stop giving contracts out based only on price and find a way to save costs by just dealing with one vendor. (5). Always and permanently seek ways to enhance all aspects of the planning, manufacturing, and service processes. (6). Implement on-the-job instruction. (7). Start an ambitious learning and development plan. (8). Make everyone in the business contribute to bringing about the change. (9). Maintaining a consistent mission helps businesses stay on track with their objectives and fosters an environment where constant development is the norm. (10). To change your guiding principles, you must be open to new ideas and methods of thinking about quality and management. (11). When businesses no longer need to rely on inspection to find and fix problems, they can put more effort into avoiding problems from occurring in the first place. (12). Firm may save money and improve product quality by sticking with a single provider.

These guiding concepts may be used by service businesses to enhance customer happiness and engagement, as well as operational effectiveness and productivity. Service firm may distinguish themselves in a market that is very competitive by concentrating on quality and continual development. Furthermore, if they foster a culture of trust and engagement among their employees, they can increase staff retention as well as productivity.

### **Impact of the Lean Manufacturing on Performance of Service Organizations**

The term "lean manufacturing" refers to an approach that was developed to improve production by reducing waste and maximizing efficiency. Its goals include enhancing quality while lowering costs, and boosting client satisfaction (Yun-Yun et al., 2017). Lean service, which is based on the concepts of lean manufacturing, has been shown to improve productivity in the service sector.

1. Service mapping to identify and remove non-value-adding activities. This has the potential to boost productivity, decrease expenses, and delight existing customers.



2. Analyzing service processes for bottlenecks and inefficiencies, then devising plans to eliminate them. This has the potential to enhance velocity, quality, and productivity.
3. Creating and maintaining a library of documented service process templates and standard operating procedures. Consistency, quality, and productivity may all increase as a result of this.
4. Continual Improvement is the practice of actively encouraging and enabling staff to suggest and execute changes that enhance the delivery of service to customers. This has the potential to raise morale and productivity in the workplace.
5. Management is based on the use of visual aids to explain and improve service delivery. This has the potential to promote open dialogue, more accountability, and greater responsibility.
6. Utilizing pull systems, as opposed to pushing systems, which may result in wasteful overproduction, is one way to better control service demand.
7. Kaizen is promoting and engaging in the practice of continuous improvement via modest, incremental improvements. There may be long-term gains in efficiency if this is implemented.
8. Total Productive Maintenance is a strategy for keeping machinery and tools in tip-top shape and minimizing breakdowns.
9. The five-sigma method (also known as "5S") is a system of organization and cleanliness that has been shown to increase productivity, safety, and product quality in the workplace.
10. Lean culture refers to an approach that emphasizes eliminating waste, fostering innovation, and giving people a voice. As a result, productivity may rise along with employee enthusiasm and contentment.

These concepts may be used by service businesses to boost client retention, morale, and productivity. It is increasingly difficult to stand out in the service industry, but firm that prioritize quality and strive for constant development may succeed. As a bonus, lean service methods aid in fostering a work environment where workers feel valued and respected, which in turn may boost productivity and morale. Many service sectors, including healthcare, education, government, and the financial sector, have incorporated lean service practices. Organizations have reported enhanced efficiency, decreased costs, higher levels of customer satisfaction, and higher levels of quality as a result of using it.

## **Impact of the Malcolm Baldrige National Quality Award on Performance of Service Organizations**

Organizational performance may be measured against the Baldrige Criteria and improvement opportunities can be identified. To be considered for the MBNQA, businesses must present extensive data on their efforts in these areas, which is then assessed by a group of industry professionals. The MBNQA has a major effect on business outcomes for service providers. In addition to recognizing and rewarding excellence, the award process serves as a valuable feedback mechanism, illuminating both the successes and shortcomings of the entities involved. Additionally, the approach facilitates a comparison of an organization's performance to that of other industry-leading service providers. Finally, the MBNQA is an effective instrument for service businesses aiming for excellence. The award process is useful for service providers because it allows them to pinpoint problem areas and create a strategic roadmap for improving their services. The award is a great way for service providers to measure their success against that of other industry leaders and pinpoint areas where they can do better.

## Conclusion and Practical Implications

Controlling quality is an essential component of effectively managing service firm since it enables businesses to make certain that the goods and services they provide live up to the criteria and expectations of their clientele. There are a few fundamental ideas of quality control that have practical significance for the performance of service firm. TQM is designed to empower workers by encouraging them to take responsibility for the quality of their work and to discover and execute ways in which it may be improved. This has the potential to lead to greater levels of employee engagement as well as employee happiness, both of which may contribute to improvements in performance. Continuous improvement is the primary emphasis of Total Quality Management (TQM), which was developed to assist businesses in the service industry in lowering costs, enhancing efficiencies, and boosting levels of customer satisfaction. Focus on the client: TQM places a strong emphasis on the significance of understanding and fulfilling the requirements and requirements of the customer. This may result in increased levels of client satisfaction and loyalty, both of which are beneficial to business success.

Decision-making that is based on data: Six Sigma emphasizes the use of data and statistics to identify and address issues. This may assist service businesses in making choices that are better informed and in recognizing chances for improvement. Process improvement: Six Sigma's primary emphasis is on enhancing processes to cut down on faults and boost productivity. This may assist service firm to enhance their performance while also lowering their expenses. Continuous improvement: One of the core tenets of the Six Sigma methodology is an emphasis on continuous improvement, which may assist service firm in maintaining performance gains over time.

The International Organization for Standardization (ISO) 9001: This is an international standard for quality management systems. The following are some of the practical consequences of ISO 9001 for service firms: Standardization: ISO 9001 offers a standardized framework for quality management, which may assist service businesses in standardizing their procedures and improving consistency in their work. Continuous improvement: Organizations are required by ISO 9001 to continually improve their quality management system. This requirement, which may assist service businesses cut costs, enhancing efficiency, and boosting customer satisfaction, is known as "continuous improvement. Receiving ISO 9001 certification may be beneficial for service firm looking to distinguish themselves in the market and show their dedication to quality.

In conclusion, fundamental quality control theories like TQM, Six Sigma, and ISO 9001 have the potential to have a substantial influence on the performance of service firm. Service firm may enhance their performance, boost customer happiness and loyalty, and obtain a competitive edge in the market by concentrating on continuous improvement, minimizing defects, and satisfying the requirements and expectations of their customers.

## References

1. Alamri, A., Alharthi, A., Alharthi, D., Alhabashi, W., & Hasan, S. (2014). Organisation performance improvement using TQM. *International Journal of Computer Applications*, 108(9), 29-33.
2. Alamri, A. M. (2014). Organization performance improvement using TQM. *International Journal of Computer Applications*, 29–33.

3. Al-Damen, R. A. (2017). The impact of total quality management on organizational performance: Case of Jordan Oil Petroleum Company. *International Journal of Business and Social Science*, 192–202.
4. Chauke, S. E. (2019). The effectiveness of total quality management and operations performance at a bakery firm in the city of Tshwane, South Africa. Proceedings of the International Conference on Industrial Engineering and Operations Management.
5. Rula, A.A. (2017). The impact of total quality management on organisational performance Case of Jordan Oil Petroleum Company. *International Journal of Business and Social Science*, 8(1), 192 – 202
6. Westgard, J.O. & Westgard, S.A. (2015). Assessing quality on the sigma scale from proficiency testing and external quality assessment surveys. *Clin Chem Lab Med*. Epub ahead of print 11.
7. Wijetunge, W. A. D. S. (2016). Service quality, competitive advantage and business performance in service providing SMEs in Sri Lanka. *International Journal of Scientific and Research Publications* 6(7), 720-728.
8. Yun-Yun, S., Tung-Liang, C. & Yu-Hung, C. (2017). Friendly restaurant service quality and service innovation research. *International Journal of Economic Research*, 8(13), 2017, 42-49.
9. Zahari, M. K. (2016). The effects of total quality management on the employee performance in Malaysian manufacturing industry. Proceedings of Academics world 49th International Conference, Istanbul, Turkey.
10. Zehir, C., & Sadikoglu, E. (2010). The relationship between total quality (TQM) practices and organisational success: An empirical investigation. *International Journal of Production Economics*, 101(2), 1-45.