Relationship between Strategic Management Practices and Quality of Food Products in Supermarkets in Kenya

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Abstract

Maintaining quality products in Supermarkets is a problem in the growing food service market across the world. Naivas Supermarket capitalizes in ensuring customer satisfaction through retaining fresh offerings, as this ensures they will shop there frequently and start to buy from the retailers' other branches. Yet, in spite of heightened popularity and considerable adoption of the practices, concerns and criticisms still linger about the influence of these strategic management practices on quality of products. This paper sought to establish the influence of strategic management practices on quality of food products in Naivas Supermarkets. It specifically sought to establish the influence of Proactive QMS; Measurement of Quality performance; Staff Compliance and innovation on quality of food products in Naivas Supermarkets in the Nairobi Central Business District. The push goal theory and the Contingency theory anchored the variables of the present study. The study results show that QMS, Measurement of quality, and staff compliance had a significantly negative influence on quality of food products at Naivas supermarkets at the Nairobi Central Business District. However, innovation had a significantly positive influence on quality of food products. The study thus recommends that: The Naivas

supermarkets management should initiate effective processes, policies and procedures needed for efficacious planning and execution of development, service and production elements to help improve the quality of food products. They should create concrete measurements of quality to help in tracking the progress towards quality of food products. In addition, Naivas supermarkets management should invest in training of its staff for enhanced quality of food products. Finally, they should continue to be innovative both in their products and process mix to ensure that they keep abreast with current practices in the area.

Keywords: *ISO International Organization for Standardization, Central Business District, Commercial Bank of Africa Limited, Quality Management System*

1.1 Introduction

Quality in any business organization is an element that is both necessary and attributable to customer satisfaction. However, due to the constant evolution of the tenets and principles of quality, there have been significant conflicting definition of the concept. To achieve the acceptable quality levels. Avramović (2010) noted that there is need for, among other things, strategic management options or practices. Ideally, for any organization to persist in significance in the face of the stormy business environment, it has to bring up effective strategies that will make it possible for the organization to remain significant and competitive (Wooldridge & Floyd, 2011). Nonetheless, the point that these strategies will be tactfully actualized does not give a warranty that the business will achieve its goals. This could possibly be accredited to ineffective strategic management practices. Successful strategic formulation does not automatically warrant efficacious strategy implementation (Ginsberg, 2014). Disappointment in the implementation process is typically the major weakness for most strategic management practices (Wooldridge & Floyd, 2011).

Some of the notable strategic management practices that have a bearing on the internal and external workings of organizations include quality Management System (QMS), innovative processes, training of staff and measurements of performance among others (Burke & Litwin, 2011). QMS that is considered a set of processes, policies and procedures needed for efficacious planning and execution of development, service and production elements of the business is a strategic management practice that scholars have argued is exerting but necessary for the improvement of quality and overall performance (Georopoulos & Tannenbaum, 2012; Burke & Litwin, 2011). It is contemplated that the adoption of strategic management will likely accrue significant benefits to organizations. Such benefits include employee and customer satisfaction, improved quality levels, better working relationships and productivity, productivity, improved financials like profits and return on investments, better communication and employee engagement among others (Surechchandar *et al.*, 2011).

Consequently, it is easy to see how strategic management practices that include measurement of quality, quality management systems, the compliance and training of staff and innovation could influence elements like quality of food products in a supermarket such as Naivas. Maintaining quality products in Supermarkets is a problem in the growing food service market across the world. Many reports from the United States and the Scandinavian countries show that consumers are increasingly demanding improved quality of food products; which many never get. Many of these countries' supermarkets have used innovation, quality measurement, and compliance of staff and quality management systems to improve quality of food products to varied success. The extent to

which this is true for Kenya thus needs investigation. Supermarkets are now the modern format with credible offerings in fresh fruits, vegetables, meat, fish, dairy, baked products as well as delicatessen. In the recent years, discounters have grown their product portfolio in fresh-foods. In Kenya, consumers believe that fresh products from discounters are equally good and, in some cases, superior to those sold at supermarkets, in many cases lower priced. This perspective is detrimental to Naivas supermarkets, and rightly so, because fresh products drive store traffic, customer loyalty as well as basket size. Naivas Supermarket capitalizes in ensuring customer satisfaction through retaining fresh offerings, as this ensures they will shop there frequently and start to buy from the retailers' other branches. Healthy eating is of growing concern to the Kenyan population and hence a key driver to satisfaction is fresh food quality and not price as it falls second. There are many challenges in the execution of selling fresh food products as the food is highly perishable. Structured practices drawn from strategic management have acquired considerable recognition by scholars and strategic management practitioners as enhancements to organizational capability, organizational performance and financial power. Yet, in spite of heightened popularity and considerable adoption of the practices by many companies, concerns and criticisms still linger about the influence of these strategic management practices on quality.

1.2 Statement of the Problem

Maintaining quality products in Supermarkets is a problem in the growing food service market across the world. Many reports from the United States and the Scandinavian countries show that consumers are increasingly demanding improved quality of food products; which many never get. Many of these countries' supermarkets have used innovation, quality measurement, compliance of staff and quality management systems to improve quality of food products to varied success. The extent to which this is true for Kenya thus needs investigation. Supermarkets are now the modern format with credible offerings in fresh fruits, vegetables, meat, fish, dairy, baked products as well as delicatessen. In the recent years, discounters have grown their product portfolio in fresh-foods. In Kenya, consumers believe that fresh products from discounters are equally good and, in some cases, superior to those sold at supermarkets, in many cases lower priced. This perspective is detrimental to Naivas supermarkets, and rightly so, because fresh products drive store traffic, customer loyalty as well as basket size. Naivas Supermarket capitalizes in ensuring customer satisfaction through retaining fresh offerings, as this ensures they will shop there frequently and start to buy from the retailers' other branches. Healthy eating is of growing concern to the Kenyan population and hence a key driver to satisfaction is fresh food quality and not price as it falls second. There are many challenges in the execution of selling fresh food products, as the food is highly perishable. Structured practices drawn from strategic management have acquired considerable recognition by scholars and strategic management practitioners as enhancements to organizational capability, organizational performance and financial power. Yet, in spite of heightened popularity and considerable adoption of the practices by many companies, concerns and criticisms still linger about the influence of these strategic management practices on quality of products.

In addition, numerous studies have been done on strategic management practices on performance. For instance, Goeke and Offodile (2014) did one on the impact of strategic management practices on performance and found out that practices like technological innovation and integration in organizational structure had a positive influence on performance. However, the study did not look at the quality aspect as will be in the present study. Nzioka (2016) did a study titled, "*Strategic*

Quality Management Practices and Performance of Airlines. A Case Study of a Kenyan Airline."
The study was more concerned with uptake and challenges to implementation of strategic management practices that it did not look at the concepts that this study will consider like innovation, performance measurements, Quality Management Systems and training. In addition, what seems to be lacking is the extent to which strategic management practices have influenced quality of products, as opposed to quality of service that already has SERVEQUAL as an established measurement.

1.3 General Objectives

To establish the relationship between strategic management practices and quality of food products in Naivas Supermarkets.

1.3.1 Specific Objectives

i.   To establish the influence of Proactive QMS on quality of food products in Naivas Supermarkets in the Nairobi Central Business District.

ii. To assess the influence of Measurement of Quality performance on quality of food products in Naivas Supermarkets in the Nairobi Central Business District.

iii. To determine the influence of Staff Compliance on quality of food products in Naivas Supermarkets in the Nairobi Central Business District.

iv. To establish the influence of innovation on quality of food products in Naivas Supermarkets in the Nairobi Central Business District.

1.4 Hypotheses

i. H_{01}: Proactive QMS does not have significant influence on quality of food products in Naivas Supermarket in the Nairobi Central Business District.

ii. H_{02}: Measurement of quality performance does not have significant influence on quality of food products in Naivas Supermarket in the Nairobi Central Business District.

iii. H_{03}: Staff compliance does not have significant influence on quality of food products in Naivas Supermarket in the Nairobi Central Business District.

iv. H_{04}: Innovation does not have significant influence on quality of food products in Naivas Supermarket in the Nairobi Central Business District.

2.1 Literature Review

2.2 Theoretical Literature

This paper explored two theories in the order of the most relevant, namely; the path goal theory and the Contingency theory. The path goal theory as enumerated by Locke (1996) is a theory that is concerned with listing and motivation to achieve goals. The theory states that it is easy to list down achievable goals but difficult to select which goal needs to be achieved first and what motivational capacity attends to the selected goal to be achieved. Locke (1996) therefore through this theory suggested that a person needs to start with the most challenging goal that if achieved would inevitably positively impact the other smaller goals. He noted that starting with the easily

achievable goal is not rewarding and motivating enough and that one would give up easily along the way.

The research paper is anchored on contingency theory as espoused by Fiedler (1986). The Contingency theory also referred to as business continuity planning is theory that is well associated with threat management, the basis of this theory is that since all business risk cannot be fully eliminated in practice, there is need to offer a planning construct to deal with business risks and performance. The theory suggests that there is no best method to strategically deal with any organization except the said organization understands that it is dependent on internal and external situations. Consequently, all strategic decisions must be dealt with situationally and not universally. Contingency Planning Theory will be adopted in this study because it describes and explains how changes in innovation, proactive QMS, measurement of quality and staff training avail themselves to strategic management practice and have an influence on quality of product.

2.3 Empirical Review

2.3.1 Quality Management System (QMS) and Quality of Food Product

Preliminarily, Avramović (2010) described strategic management practices, as the efforts an organization takes to give direction towards tapping onto both internal and external resources that would serve the organization in the long term and bearing in mind the ever-changing business environment, meet the market needs and satisfy the expectations of the stakeholders. One of the notable strategic management practices that have a bearing on the internal and external workings of organizations include Quality Management System (QMS). QMS is considered a set of processes, policies and procedures needed for efficacious planning and execution of development, service and production elements of the business. It is also a strategic management practice that scholars have argued is exerting but necessary for the improvement of quality and overall performance *(*Georopoulos and Tannenbaum, 2012; Burke & Litwin, 2011*).*

Olalekan and Adeyinka (2013), after investigating the scope and effect of Quality Management System for commercial organizations in Nigeria; and after measuring financial performance using Quality Management System using regressed results noted certain significant issues. First, they asserted that QMS is considered necessary for the general wellbeing of any progressing business. Secondly, they asserted that QMS offers the ultimate defense against bankruptcy and insolvency rising out of the business risk. Thirdly, they noted that organizations with strategic focus that is insufficient have significant constraints, both obvious and hidden and mostly the management becomes overly defensive. The results here are important but still a gap exists as to how quality of food is linked to Quality Management System; and how it affects service organizations in Kenya like Supermarkets.

Staikouras and Wood (2013) in an explanatory study done among 3 selected EU organizations contended that there was a positive association between a superior and proactive QMS and acceptable profitability in EU organizations. The study also found a strong connection between proactive QMS and bank's earnings, which would in turn predict positive bank financial performance. The study also noted that in the event of stagnation for any element of the business, QMS is one way that can be used to unlock the stagnation. The stagnation may be occasioned by lack of effective management strategies and poor operational efficiencies. This are factors of

Quality Management System that the present study hopes to use to measure the construct to better understand if Quality of product has any significant effect from it.

2.3.2 Measurement of Quality and Quality of Food

Aruwa and Musa (2014) in a study done using quantitative research methods and done by examining 22 service organizations in Ghana to find out about measurement of quality and performance noted that; many service organizations like retail outlets trade in money as opposed to other companies that ideally look at tangible assets. Consequently, the said organizations encounter significant challenges, both internal and external, as they are more concerned about three things: Growth of assets, profitability and customer base. The study noted that measurement of quality is considered in light of the degree to which any social outfit accomplishes set tasks, people interactions together with objectives premised on its organizational structure. To get to efficient measurement of quality, targets must be considered carefully and given within rules and norms. There is however the need to consider the link between quality of food product and measurement of quality.

Abata (2014) did a descriptive investigation on the relationship between measurement of quality and bank performance. The study targeted six largest banks In Nigeria and exposed the fact that measurement of quality has a statistically significant relationship with bank performance. The study also noted that measurement of quality was an important feature for measuring overall performance of banks. Measurement of quality was also viewed as a component that must be keenly considered if an organization was to drive the business to better heights. The study did not however tackle the effect of measurement of quality on quality performance of products and particularly considering the measurement of quality aspect as the present study will do.

Vighneswara (2015) also investigated the antecedents of measurement of quality and retail chain profitability in India. The study utilized panel data of the period from 1997 – 2009 and performed path regression techniques on the data acquired. The findings showed that capital adequacy, measurement of quality together with investments by the retail chains meaningfully affected profitability of the chains in India. There is however the need to consider measurement of quality as a form of investment and attempt to investigate its effect on quality of product in supermarkets. In addition, there is need to look at the measurement of quality within a Kenyan context and within a supermarket area considering the scanty empirical information found there.

Considering the crisis that now exists in terms of competition, regulations, globalization and shrinking customer base, measurement of quality and quality of products must meet operationally and strategically. Then the extent to which this inextricability has happened for supermarkets in Kenya remains significantly uninvestigated and hence the need for the present study.

2.3.3 Staff Compliance and Quality of Products

Quazi and Jacobs (2013) did an explanatory study in Norway and looked at the staff training efforts to improve quality in organizations. They asserted from their findings that for any system to succeed human intelligence is required to facilitate the process, quality system is not an exemption to this as sophisticated as it seems. The analogy points out the importance of human capital in putting quality system to function properly. The potential of quality system cannot be achieved unless the entire staffs understand its functions. The implementation of proper quality of products requires more than defining objectives, documentation, activation and planning. If staffs are not

well and properly trained at all, levels no system can guarantee effective results. Quality of products should have a training requirement that indicates all staff needs to understand how their roles relate to the performance of the quality management system and its applicability. When staffs are trained in quality implementation especially the lead team these results into more efficient and effective system implementation procedure. Staff training is important because it increases productivity, motivates and inspires employees in knowing how important their duties are and provide them if the necessary inform and knowledge to perform their duties.

Amadi (2014) in a descriptive survey study on training and growth of staff and how it related to employees' performance and using stratified sampling technique to get data from the Safaricom call Centre observed certain elements that are important. In the regressed results, the author found that training development is very important in the enhancement of organizational goals and overall performance. The discussed training methodology and argued that a training method that was encompassing and all-inclusive worked better in organizations. However, how such training development affect quality was not covered by this study and hence a gap exists that the present study will help to cover.

Emeti (2015) appraised the components of training and staff growth as it consequently related to performance of paint manufacturing companies in Rivers State Nigeria. Using descriptive survey that used frequencies and percentages gotten via a simple randomly sampled 312 respondents; the process was exhaustive. Based on his findings paint manufacturing companies that heavily invested in training development performed better financially. Secondly, the training helped to build up support and employee satisfaction which in turn helped to improve employee productivity. The study however measured performance using financial aspects of profitability together with return on investment and assets. The other study while using the aspects of profitability and return on investment and assets do not get it comprehensively while the study highlights the effectiveness of measuring quality of products.

2.3.4 Innovation and Quality of Product.

Petersen *et al* (2015) on their part mentioned that innovation for companies offer a systematic review of existing challenges and promotes a look at future potentialities that the company can harness to improve their performance. They also argued that it is through innovation that all aspects of the organization can be grown from the physical, social, human and financial resources to the operational and productivity elements of the business. Crossan and Apaydin (2010) mentioned that innovation is the central element in business growth and survival and that it is an all-encompassing concept that touches on all departments and operations of any business and to thus simply mention some advantages is an understatement considering that innovation ought to be everywhere for businesses to grow. Again, how innovation as a strategic management aspect influences quality of products has not been investigated; hence the need for the research paper.

2.3.5 Resources

Structured practices drawn from strategic management have acquired considerable recognition by scholars and strategic management practitioners as enhancements to organizational capability, organizational performance and financial power (Hammer, 2012; Goeke & Offodile, 2014). Yet, in spite of heightened popularity and considerable adoption of the practices by many companies, concerns and criticisms still linger about the influence of these strategic management practices on

quality of products (Roberts, 2014). Some scholars have even asserted in criticism that many of these practices are repackaged forms of conventional practices and are therefore devoid of any new practicality (Dahlgaard-Park, 2006). The present study therefore hopes to establish the influence of strategic management practices, specifically looking at like innovation, performance measurements, Quality Management Systems and training, and how they influence quality in a practical sense.

In addition, numerous studies have been done on strategic management practices on performance. For instance, Goeke and Offodile (2014) did one on the impact of strategic management practices on performance and found out that practices like technological innovation and integration in organizational structure had a positive influence on performance. However, the study did not look at the quality aspect which is central to the present study and did not also look at innovation, performance measurements, Quality Management Systems and training as variables as will be in the present study. Nzioka (2016) did a study titled, "*Strategic Quality Management Practices and Performance of Airlines. A Case Study of a Kenyan Airline.*" The study was more concerned with uptake and challenges to implementation of strategic management practices that it did not look at the concepts that this study will consider like innovation, performance measurements, Quality Management Systems and training

2.4 Conceptual Framework

This paper explores the relationship between strategic management practices and quality of food products in supermarkets. The paper conceptualizes that quality management systems, staff compliance, innovation and measurement of quality affect the quality of food products being offered by the supermarkets as shown in figure 1.
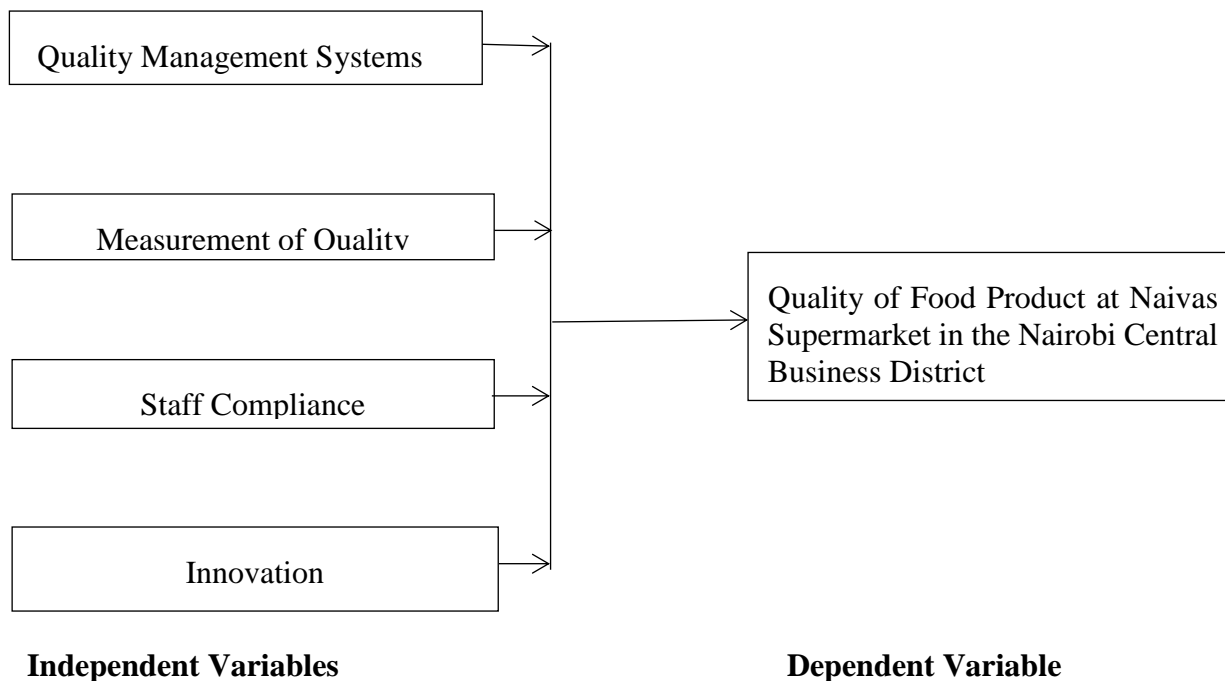

Independent Variables   **Dependent Variable**

Figure 1: Conceptual Framework

3.1 Methodology

This paper adopted descriptive research design. That explored the challenges in effecting quality of food products in the supermarkets industry. The paper documented the different strategic management practices that contribute to quality of food from published statistics through extensive review of previous articles, reports and other authentically written sources. The scope of this paper is the supermarkets industry, which includes, Quality Management Systems, Innovation, Measurement of Quality Management Systems and Staff Compliance.

4.1 Summary of Major Findings

4.2 Pearson's Correlations analysis

To check for the significant value of the relationship between the variables, Pearson's Correlation analysis calculated and computed results that are seen in Table 1.

Table 1: Correlation Analysis for Staff

		Quality of food Products	Proactive QMS	Measurement of Quality	Staff Compliance	Innovation
Quality of food Products	Pearson Correlation	1.000				
	Sig. (2-tailed)					
Proactive QMS	Pearson Correlation	.643**	1.000			
	Sig. (2-tailed)	.001				
Measurement of Quality	Pearson Correlation	.516**	244**	1.000		
	Sig. (2-tailed)	.000	.001			
Staff Compliance	Pearson Correlation	.598	.486**	.009**	1.000	
	Sig. (2-tailed)	.000	.000	.032		
Innovation	Pearson Correlation	.732**	.055**	.285	.191**	1.000
	Sig. (2-tailed)	.000	.005	.000	.000	

**. Correlation is significant at the 0.01 level (2-tailed).

According to Wong and Hiew (2005) correlation coefficient score *(r)* that is bounded between the scores of 0.10 to 0.29 is feeble, that which is bounded between the scores of 0.30 to 0.49 is deemed intermediate and that which is bounded between the scores of 0.50 to 1.0 is gives a strong measurement. On the other hand, though, Field (2005) explained that the correlation coefficient that is bounded above the 0.8 mark is not encouraged as it will multicollinearity problems. For the present result, the uppermost correlation coefficient is 0.732 and being <0.8 there is thus no multicollinearity problem.

Accruing from the results, the four independent variables (proactive QMS, measurement of quality, staff compliance and innovation) had a positive relationship with quality of food products. Innovation (r=0.732, p< 0.01), proactive QMS (r=0.643, p< 0.01), staff compliance (r=0.598, p< 0.00); then measurement of quality showed positive correlation figures with quality of food products. This shows that the four IVs (proactive QMS, measurement of quality, staff compliance, innovation) possess a statistically positive relationship or correlation to the DV (quality of food products).

4.3 Test of Analysis

Regression analysis is used to check out the scores of the quantitative data and test the hypotheses. Therefore, see the regression results as seen in Tables 2, 3 and 4.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.873[a]	.746	.642	.125

a. Predictors: (Constant), QMS, measurement of quality, staff compliance, innovation

b. Dependent Variable: Quality of food products

Table 2 shows an ostensible R value of .873 concluding consequently that R possesses positive directional value on predicated correlation linking to the observed score which is premised on the dependent variable score. And seeing that the value (.873) shows no – sign, the direction can only be positive. Moreover, R^2 value is shown as 0.642 which is interpreted as 64.2% of the movement in dependent variable (quality of food product) is driven predictably by independent variables (proactive QMS, measurement of quality, staff compliance, innovation)

Table 3: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	214.801	4	59.116	89.301	.000ᵃ
	Residual	14.703	248	.773		
	Total	229.504	252			

a. Predictors: (Constant), proactive QMS, measurement of quality, staff compliance, innovation

b. Dependent Variable quality of food products

The score of F-statistics is 89.381 making the model fit at 5 per cent level (Sig. F< 0.05), and accordingly, there is present a statistically significant relationship between proactive QMS, measurement of quality, staff compliance, innovation, and quality of food products.

Table 4: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.757	.382	.287	5.618	.000
	Proactive QMS	.395	.098	.383	4.878	.000
	Measurement of quality	.188	.074	.181	3.886	.000
	Staff compliance	.288	.085	.293	3.513	.004
	Innovation	.329	.084	.312	4.239	.000

a. Dependent Variable: Quality of food products

The t-value of constant created (t = 5.618) was significant at .000 per cent level (Sig. F< 0.05), consequently the fitness of the model is here also confirmed. Accordingly, there is here present a statistical measured significant relationship linking proactive QMS, measurement of quality, staff compliance, innovation, and quality of food products. Consequently, examining all the regressed results, all the hypotheses are thus rejected and evidently proactive QMS, measurement of quality, staff compliance and innovation do have a significant influence on and quality of food products in Naivas supermarkets.

Table 5: The Hypotheses Testing Summary

Hypothesis	Correlation Results	Regression Results	Comments
H_{01}: Proactive QMS does not have significant influence on quality of food products in Naivas Supermarket in the Nairobi Central Business District.	r=0.643	$\beta_1 = .383$	Rejected
H_{02}: Measurement of quality performance does not have significant influence on quality of food products in Naivas Supermarket in the Nairobi Central Business District.	r=0.516	$\beta_2 = .181$	Rejected
H_{03}: Staff compliance does not have significant influence on quality of food products in Naivas Supermarket in the Nairobi Central Business District.	r=0.598	$\beta_3 = .293$	Rejected
H_{04}: Innovation does not have significant influence on quality of food products in Naivas Supermarket in the Nairobi Central Business District.	r=0.732	$\beta_4 = .312$	Rejected

4.4 Summary of Findings

Based on the first objective, the supermarket had no processes, policies and procedures needed for efficacious planning and execution of development, service and production elements. Also, the processes and policies were necessary for the improvement of quality and overall performance of the supermarket. The quality management system was also not well understood by staff and was not well implemented by the top management and middle level staff. Premised on the second objective, quality expectations were greater than quality perception, then perceived quality was less than pleasing and a quality gap emerged. Premised on the third objective, there were no on-the-job training and coaching opportunities in the organization. The training provided in the company had not enhanced employee competence to achieve high quality of food products. Premised on the fourth objective, Naivas had tried to use the current technology to enhance the quality of food products. They had also created new ways to help the operation of producing food products and innovations had so far worked to enhance the quality of food products.

4.4.1 Quality Management Systems

This suggests clearly that the level of QMS adoption was viewed as significantly important for the improvement of quality of food products at the supermarkets. Staikouras and Wood (2013) contended that there was a positive association between a superior and QMS. The study also noted that in the event of stagnation for any element of the business, QMS is one way that can be used to unlock the stagnation. The stagnation may be occasioned by lack of effective management strategies and poor operational efficiencies.

4.4.2 Measurement of Quality

Research conducted by Choi and Chu (2001) agreed with this result and thus argued that, measurement of quality is premised manly on the anticipated feeling that a product or service evokes in its performance. This process of feeling evocation has been described at the confirmation and disconfirmation process. Basically, customers elicit certain feelings and reactions before buying a product or engaging in a service. Then the act of the customer consuming the product or service evokes a consequent level of perceived quality which later generates levels of expectations. In the event that perception does not exceed the expectation, assimilation happens and it is said that there is a customer satisfaction gap. If the opposite happens, where perceived performance exceeds anticipated performance or expectation, contrast happens.

4.4.3 Staff Compliance

This is an indication that there were no efforts to benchmark and share knowledge as to the best practices in strategic management practices and quality of food products. Again, this is agreed to in literature with McNamara (2011) explaining that training is an activity that changes and influences human behavior with the following benefits increased motivation, job satisfaction, improves staff morale, increased efficiencies in processes, increased innovation strategies and reduces staff turnover. The pioneers of quality practice placed more emphasis of staff development, education and training for the improvement of quality performance. Organization that need to implement quality management system have consistently found it necessary to invest in human capital through training in order to improve performance improvement in customer satisfaction and improved productivity. This is also tied to the last result that shows that training offered in the supermarkets did not assist in making capabilities match with vision.

4.4.4 Innovation

The use of technology was necessary if quality of food products was to be enhanced. Pikkarainen et al (2011) asserted that innovation has become to go-to concept for both business growth and organizational survival. In fact, many companies are now employing managers that are more innovative and graduate schools and universities have introduced innovation research into their mainstream curriculums to try and meet the demand for innovative minds. The innovation process in technological and software development companies has become even more significant considering the fast pace with which changes occur in the technological industry.

In fact, many companies are now employing managers that are more innovative and graduate schools and universities have introduced innovation research into their mainstream curriculums to try and meet the demand for innovative minds.

5.1 Conclusion

From the extensive literature review, this paper concludes that supermarkets are facing numerous challenges in processes, policies and procedures needed for efficacious planning and execution of development, service and production elements. Also, the processes and policies are necessary for the improvement of quality and overall performance of the supermarket. The quality management system is also not well understood by staff and not well implemented by the top management and middle level staff. The QMS system has not been implemented to the extent that it improves the quality of food products and lastly, there is need to adopt QMS and established measurement indicators of Quality Management Systems even more if the quality of food products was to improve.

Training if adequately provided enhances employee competence to achieve high quality of food products. Innovating new ways to help the operation of producing food products drives quality of food products. There is need to invest in more technology to enhance the quality of food products.

6.1 Recommendations

The supermarkets management should initiate effective processes, policies and procedures needed for efficacious planning and execution of development, service and production elements to help improve the quality of food products. They can do this by benchmarking similar organizations across the world for best practice. They should create concrete measurements of quality to help in tracking the progress towards quality of food products. Supermarkets management should invest in training of its staff for enhanced quality of food products. This will equip them with the necessary tools to enable effective quality of food products in the company. They should do this through seminars and in-service training sessions. Innovation both in products and process mix will ensure that they keep abreast with current practices in the area.

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