

Role of leadership Management in Provision of Quality Assurance in Food Companies

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Abstract

Leaders in food industries play a great role in food companies to promote quality procedures in the production process. Leaders play various roles to maintain the quality assurance process in food companies such as promoting motivation, training, and guidelines to individuals and the Total Quality Management (TQM) approach. The study is, therefore, presenting deep insights on the Total Quality Management approach and its principles to ensure that it helps to achieve quality assurance in food companies. The aim of this research is thus to examine the role of leadership management in quality assurance for food companies. It is investigating the major factors like that impact the process of quality assurance in food companies like; quality control, associated risks with the organizational environment, an inspection of raw materials and quality control techniques. It is also recommending ways to ensure quality assurance in food companies.

Dedication

The following research study is dedicating to the leaders of food companies who are responsible to maintain quality assurance process in food companies to ensure customers that the company is delivering better or quality food products that are good for the health to customers. The work is indicating my accomplishments and is justifying my self-confidence which I have put in this research to gain successful results.

Acknowledgments

I had made my contributions to the work by finding research material from prior research studies with proper attention. I have used my critical analysis and writing skills to portray this research. I have also used my reading skills therefore, acknowledging that this work is in the context of the research topic.

I _____ have taken help from my fellow friends and professors to carry informative findings for this research study. I have utilized my efforts to design the methodology for this research that belongs to secondary study.

The lines above are showing my true contributions to this study and are acknowledging my overall skills and efforts to shape this research. I'm sincerely obligating that with the help of worthy persons, I have made it possible to carry out true results in this research.

I want to thanks all those people or individuals who have helped me in portraying this new research study on the following topic. My professors have touched me about the different aspects of research writing to make me understand about how to conduct good research to complete this work efficiently.

Declaration

I declare that every single word used in this research study belongs to me and all the research material is free from plagiarism even not any single data have copied directly from the past research papers. All the information on research is relating to the themes or research objectives and with the research topic. It is justifying that overall work belongs to me only and I'm a single writer of this research.

Chapter-1

1 Introduction

Leadership is the key driver to make the strategic change in business and this contemporary world as well as in contemporary business practices in food companies; leadership must play a vital role to ensure the quality of food. Total Quality Management (TQM) is an efficient approach to ensure quality in food companies (Psomas & Jaca, 2016). Therefore, this research is integrating various concepts with Total Quality Management (TQM). It is justifying various research questions like the role of leadership to ensure the quality of food in food companies, how quality could impact food companies such that, if quality will be lowering continuously, customers will not purchase those products. It is presenting the approaches used by strong leaders to ensure the quality of food companies. Indeed, strong leaders in food companies can only maximize the productivity or quality assurance process in food companies to achieve business goals related to quality products to achieve customer satisfaction and a wide pool of customers from any market.

On contrary to this, the study of Kuzaiman et al. (2018), had defined that weak leadership can decrease the production of the company in terms of quality standards. It means it is necessary to determine the factors which could impact the quality of food. The study of Kuzaiman et al. (2018), had defined Total Quality Management (TQM) as according to the study of Kuzaiman et al. (2018), total quality management is the philosophical approach, particularly in food companies to manage production process with applying quality standards. Total Quality Management is the approach that is beneficial to use by leaders in the food industry because it contains a set of principles that coordinate with each other to ensure the quality assurance process. Total Quality Management is that approach that focuses on the systematic management functions.

Different Attributes of leaders to achieve a quality process

To increase the quality process in companies, it is vital to possess some important attributes to employees as well as to the management (Hoch et al., 2018; Banks et al., 2016; Aga, Noorderhaven & Vallejo, 2016). Some of the most important attributes of a leader that help to increase quality in the production process and to increase the production of food products are confidence, delegation, empowerment, etc.

The study of Biénabe, Berdegué & Belt (2016), had defined to maintain Total Quality Management (TQM) process for the implementation of quality procedures, it is vital to ensure the followers that leader is giving right commands to team members, it means effective leaders can make easy decisions to gain confidence which shows in quality insurance process. According to the study of Psomas & Jaca (2016), assertiveness is important to show employees because it makes a pleasant environment in an organization. Therefore, the study is defining briefly the factor-organizational environment which impacts the quality assurance process of food companies. To gain respect and to increase productivity in an organization it is vital to make sure employees that they will gain some degree of confidence as a result of their hard work and quality procedures in the Company. The study of Psomas & Jaca (2016), had defined that leaders persuade others to follow their attributes and the way they perform practices in an organization.

The studies of Hoch et al., 2018; Banks et al., 2016; Aga, Noorderhaven & Vallejo (2016), had defined that leaders are responsible to follow the tactics such that Total Quality Management (TQM) procedures. Likewise, the study of Akanmu, Bahaudin & Jamaludin (2017), had defined that leaders must think about the situations which cause conflicts and issues at the workplace such that employees in diverse environment find difficulties to grasp the environment of the workplace and as a result, they suffer from stress. From the Total Quality Management process (TQM) process, we can analyze the importance of the attributes which are vital to have for leaders in food companies.

The study of Nallusamy et al. (2015), had defined that if a leader would become successful in promoting value and respect among employees, he can achieve more successful deliverables, profit, and high revenues. In addition to this, this study is describing the importance of customer satisfaction to generate high revenues in food companies for which it is necessary to improve quality production process; so leaders must communicate with suppliers to ensure employees that suppliers are generating high-quality raw materials to make food products of high quality (Kuzaiman et al., 2018; Kuzaiman et al., 2017; Mamun, 2018; Manning & Soon, 2016).

According to the study of Manning & Soon (2016), leadership means not only to create a vision but also to ensure that whatever he is doing will bring successful results and outcomes in the future. Leaders also in food companies are responsible to shape the excellence and therefore for this purpose, they must have a long-term and strong vision for the companies (Nallusamy et al., 2015; Nyambok & Kastner, 2012; Pozo, Barcelos & Akabane, 2018;

Psomas & Jaca, 2016). To improve quality or to implement quality procedures in food companies' leaders must understand the changing which are taking place in this contemporary world. The study of Kuzaiman et al. (2018), had defined that strong leaders can clear the minds of employees that company follows TQM principles strictly so that employees would no more neglect their responsibilities related to quality assurance. The ability of a leader to ensure the employees that the company follows the TQM approach is very much important (Nallusamy et al., 2015; Nyambok & Kastner, 2012; Pozo, Barcelos & Akabane, 2018; Psomas & Jaca, 2016).

A leader is that person who becomes successful in a company always due to his strategic business practices and talented goals (Bresler & Stake, 2017; Breznau, 2016; Casolani, Liberatore & Psomas, 2018; Kim & Thapa, 2018). TQM approach helps to sustain leadership in companies because it emphasizes to achieve customers satisfaction as well as helps to resolve various problems (Stephan, Hart & Drews, 2015; Sun & Lipsitz, 2018; Talib, Kassim & Zainuddin, 2018; Yin et al., 2018). On contrary to this, poor leadership never makes success in the organization and could never provide appropriate direction to employees regarding work. The study of Stephan, Hart & Drews (2015), had defined that only leaders can increase expectations of both, employees and customers. It means they inspire every individual within and outside the companies. They contribute in the form of giving pieces of training to employees of companies, motivate in stimulating and formulating the strategies and practices. They innovate and embrace the change with the help of the Total Quality Management approach (TQM). TQM leaders behave as role models through their ethics, commitments, planning, communication, and workforce (Nallusamy et al., 2015; Nyambok & Kastner, 2012; Pozo, Barcelos & Akabane, 2018; Psomas & Jaca, 2016).

Research Objectives

1. To examine the role of leadership management in ensuring quality in food companies.
2. To investigate the factors that impacts the quality assurance in food companies.
3. To recommend ways for ensuring quality assurance in food companies.

Research Questions

1. What role does leadership management play in ensuring quality in food companies?
2. What factors impact quality assurance in food companies?
3. How quality is impacted by food companies?

4. What are the ways to ensure quality assurance in food companies?

Chapter-2

2. Literature Review

2.1 Role of leadership management in ensuring quality in food companies

Total Quality Management implies the role of leaders in food companies according to which quality management is the most important role of leaders in food companies. It represents the vision and mission of strong leaders as well as TQM is the main responsibility of leaders. Leaders in the food industry must have a vision of strategic management as it is also the major role of strong leaders (Bouranta, Psomas & Pantouvakis, 2017). Leaders are responsible to make opportunities for employees to increase quality production or to increase the quality standard in food because employees are the most important asset of food companies because employees follow the guidelines of their team leaders to present quality services (Stephan, Hart & Drews, 2015; Sun & Lipsitz, 2018; Talib, Kassim & Zainuddin, 2018; Yin et al., 2018).

Leaders play the most vital role in evaluating the quality standards within the company and to do it, market research is also important because by analyzing the latest trends of the food market or industry, leaders can analyze the quality needs of their customers to implement quality procedures (Kuzaiman et al., 2017). The role of a leader in food companies also includes maintaining a relationship with both, internal as well as external customers to ensure that the company is improving quality standards of food procedures continuously. Inspirational leadership shows a positive attitude mainly to motivate employees to achieve Total Quality Management standards. A leader is responsible to understand the importance of interpersonal communication and the way by which it could make quality improvements (Yin et al., 2018).

2.1.1 Oversee Process

According to the study of Akhtar et al. (2016), one of the greatest challenges which are very common among the leaders includes the issues which occur as a result of internal as well as external rules and regulations in the manufacturing process. The study of Alase (2017), had defined that leaders in food companies are accountable to update quality documentation based on the processes or standards to produce quality results.

2.1.2 Lead Teams

As a strong leader, it is the major role of leader to supervise their team members and to perform the assessment of products in different stages of production. In this regard, the study of Al-Busaidi, Jukes & Bose (2017), had critically examined that leaders play an efficient role to perform day-to-day practices such as inspecting for the quality tools and software to make the production process and the working of team members more efficient. In simple words, leaders are the cover belt for their employees and team members because, without the help of leaders, team members can never make productive tasks or activities on time (Biénabe, Berdegué & Belt, 2016).

2.1.3 Train Employees

The study of Bouranta, Psomas & Pantouvakis (2017), had defined that leaders are accountable to train their employees as it is also the main role of leaders in food companies as well as is also one of the great aspects of Total Quality Management (TQM) approach. As a strong leader, is vital to train employees about the awareness of quality requirements; they are responsible to promote the culture of diversity for this regard, leaders in food companies are liable to provide guidelines to their employees about how could we make positive relationships with suppliers because, in food companies, suppliers are the key drivers to gain success because companies buy raw materials from suppliers to manufacture products (Stephan, Hart & Drews, 2015; Sun & Lipsitz, 2018; Talib, Kassim & Zainuddin, 2018; Yin et al., 2018). In other words, leaders are responsible to make the production process extra efficient thereby, companies can achieve competitive success (Bresler & Stake, 2017). Quality assurance leaders know how to work nicely with the product development teams to establish quality standards (Nallusamy et al., 2015; Nyambok & Kastner, 2012; Pozo, Barcelos & Akabane, 2018).

2.1.4 Manage Inputs

Leaders in food companies play a great role in the quality process as they work with suppliers to formulate the quality standards (Breznau, 2016; Casolani, Liberatore & Psomas, 2018; Kim & Thapa, 2018). They are accountable to ensure that materials and production processes or raw materials are complying with the quality standards, rules and regulations of the certain economic region where the company is operating or running. Leaders are also accountable to ensure that whether every individual employee is working according to the desired goals and objectives of the company (Kuzaiman et al., 2018; Kuzaiman et al., 2017;

Mamun, 2018). They can minimize the time and cost of the inspection to contribute to the quality to finish the products.

2.1.5 Analyze Data

The study of Manning & Soon (2016), had defined that leaders are responsible to analyze data such that in food companies their role as quality assurance includes quantitative measurement by reviewing statistical data to identify quality products. The study of Manning & Soon (2016), had critically defined the role of a leader in food companies to analyze data according to which, analyzing data includes monitoring of the individuals' performance to make quality improvements which help to reduce quality defects. In addition to this, the study of Manning & Soon (2016), had also defined that continuous quality improvements are only possible when a leader will make overall productivity.

2.2 Factors impact quality assurance in food companies

Factors that impact the quality assurance in food companies are divided into two categories namely; external and internal factors. The study of Yin et al. (2018), had defined that internal factors are the most important drivers to make quality standards or improvements in food companies. Internal factors include the role of leadership in organization, knowledge, and information related to quality procedures among employees, for example, the information regarding the principles of Total Quality Management (TQM). In addition to this, the study of Akhtar et al. (2016), likewise had defined that lack of information related to quality procedures among employees can lower the quality of food manufacturing processes.

There are various principles of Total Quality Management which are vital to ensure quality improvements in food companies (Brezna, 2016; Casolani, Liberatore & Psomas, 2018; Kim & Thapa, 2018). These principles include a focus on customers, the involvement of employees, process-centered thinking, systematic and strategic approach, decision-making tactics of a leader and communication (Psomas & Jaca, 2016). All the above-discussed factors impact the food quality, for instance, relationship with customers is the main responsibility of leaders to maintain. Setting reward management for employees is also one of the main principles of the Total Quality Management approach that impacts the quality procedures in food companies. Leaders are responsible to apply TQM principles to reduce barriers in quality improvements of food products (Stephan, Hart & Drews, 2015; Sun & Lipsitz, 2018; Talib, Kassim & Zainuddin, 2018).

2.2.1 Quality control

The study of Manning & Soon (2016), had defined that quality assurance in food companies is the most important factor which influences the performance of working procedures. There is a difference between quality assurance and quality control which means quality control is also the most important factor to improve the quality control process. The manufacturer needs to focus on the processes for quality control like ensuring that raw materials that are using to make food are of high quality (Nallusamy et al., 2015; Nyambok & Kastner, 2012; Pozo, Barcelos & Akabane, 2018). It is also vital to ensure the quality and taste of food. Other significant factors which influence the quality of food or quality assurance process are defined as follows.

2.2.2 Organization Environment and Associated Risks

According to the study of Nallusamy et al. (2015), the organizational environment also influences the quality assurance process and associated risks with the organizational environment such as workplace diversity could impact the quality assurance process. The study of Nallusamy et al., (2015) had critically defined how the organizational environment impacts the quality assurance process according to which if employees would not feel satisfied so they cannot implement an efficient quality process that would surely influence the quality assurance process and leader. Thereby, it proves that a leader must become aware of the problems encountered by employees.

Environmental risks in an organization impact the quality management standards (Nallusamy et al., 2015; Nyambok & Kastner, 2012; Pozo, Barcelos & Akabane, 2018; Psomas & Jaca, 2016). The study of Nallusamy et al. (2015), had defined that the manufacturing of products is the most important procedure to ensure the quality standards in food but an environment of organization and culture can impact the management standards as well to the quality of food manufacturing process. The study of Psomas & Jaca, (2016), had critically defined that quality control procedures like inspection and checkout processes to the maximum extent can impact the quality assurance process.

2.2.3 Inspection of raw materials can impact the quality insurance process

Inspection of raw materials implies the improvement process in quality assurance or quality control process which is important to control the supply chain process (Stephan, Hart & Drews, 2015; Sun & Lipsitz, 2018; Talib, Kassim & Zainuddin, 2018; Yin et al., 2018). Product inspection means to confirm and allow the quality in the company and to ensure the

quality of different stages of production and manufacturing processes of different types of food in food companies. Similar to this, the study of Sacks et al. (2018), had critically explained the inspection process of raw materials according to which manufacturers are responsible to follow the appropriate inspection process. It means the inspection process performs by the team leader or manager of the company to prevent quality problems in companies. Inspection of raw materials helps to maintain friendly relationships with suppliers (Stephan, Hart & Drews, 2015; Sun & Lipsitz, 2018; Talib, Kassim & Zainuddin, 2018). Company leaders must look into this process along with the following compliance according to the national or international standards of a certain company that wants to achieve competitive benefits (Breznau, 2016; Casolani, Liberatore & Psomas, 2018; Kim & Thapa, 2018).

There are various processes of quality control in food companies which are the best procedures to ensure quality standards in food companies and these standards are defining below;

2.2.4 Controlling quality may be achieved by:

Inspect the raw materials to ensure that leaders, as well as employees, are following the best Total Quality Management (TQM) standards.

- It is a must to perform checking procedures during the supply chain process to ensure and clarify the suppliers about the weight of products, ingredients, and temperature which use in the manufacturing of food or certain materials.
- It is a must to inspect the final product and ensuring the quality of food products by making feedback from the customers (Nallusamy et al., 2015; Nyambok & Kastner, 2012; Pozo, Barcelos & Akabane, 2018).
- Further ways to control the quality of food are defining below in-depth to ensure the leaders of food companies that they can easily make such practices to achieve improvements in food manufacturing or production process (Breznau, 2016; Casolani, Liberatore & Psomas, 2018; Kim & Thapa, 2018).

2.3 Quality impact food companies

Maintaining quality in food manufacturing in food companies includes characteristics that could satisfy customers. Some of the factors include; size and shape of food, the color of food and their consistency. The study of Psomas & Jaca (2016), had defined that quality of food includes the texture of food, flavors, and physical appearance. The study of Psomas & Jaca

(2016), had defined that the food industry deals with highly intensive products that contain chemicals that can damage the health of employees as well as can also make a bad impact on the environment. Therefore, inspirational, strong and transformational leaders are crucial to maintaining certain quality procedures in food companies.

2.3.1 Customer complaints and returns

In addition to this, the quality of food also impacts the company in the form of high customer complaints and return rates of products from the customer side. According to the study of Akhtar et al. (2016), marketing studies or various researches of prior authors on food companies' marketing had explained that low-quality procedures increase complaints and returns of products from the customer as well as wholesale and retailers' side. It is therefore vital to delivering perfect products to customers (Biénabe, Berdegué & Belt, 2016). In this process suppliers play the most important role therefore, companies' leaders are liable to make agreements with the suppliers of raw materials that they must deliver the best quality raw material to the company because the quality of products increases customer complaints and rate of returns. It is the reason that high-quality products increase the profit of the company and can lower the profit and revenues of the company (Bouranta, Psomas & Pantouvakis, 2017). It is the reason that successful companies are gaining more satisfaction from the customers because such companies are giving quality products to customers.

The study of Bresler & Stake (2017), had defined that quality impacts the sustainability of food companies, for example, the largest food brand in the United States which is Kroger has maintained additional plans as a result of gaining the trust from customers side. A company delivers quality services to customers due to which it is gaining high revenues for many years. It has helped this company to spend on additional planning for quality improvements (Breznau, 2016; Casolani, Liberatore & Psomas, 2018; Kim & Thapa, 2018). It means quality in food companies impact the planning process in companies because planning also needs resources and resources needs money to spend on the desired planning process to achieve quality standards.

2.4 Ways to ensure quality assurance in food companies

There are various ways to ensure the quality assurance in food companies which are defined as below;

2.4.1. Reduce the cost of production

Leaders are responsible to make strategic practices in companies such as by inspecting the production process and different production operations. This practice could reduce the cost of production and ensuring the quality assurance aspect of food companies. The study of Bouranta, Psomas & Pantouvakis (2017), had defined that it is vital to keep wastages at one side and if we can utilize these wastages in making effective procedure to reduce the cost of production, this must be done by a leader of the company. It could significantly reduce the cost of production.

2.4.2. Improve Production Techniques

The study of Kuzaiman et al. (2017), had critically defined that leaders in food companies are responsible to ensure quality improvements by making improvements in production techniques. The techniques, for instance, include; making the use of the latest technologies or types of machinery to complete the production process for certain products which are at a high cost to increase the sales of a company. It is vital to use great methods of design and production to ensure quality control (Stephan, Hart & Drews, 2015; Sun & Lipsitz, 2018; Talib, Kassim & Zainuddin, 2018; Yin et al., 2018).

2.4.3. Increase Morale of employees

It is vital to increase the morale of employees to make them satisfied because highly satisfied employees' increases the production quality or can easily complete complex tasks related to manufacturing (Yin et al., 2018; Akhtar et al., 2016). Higher quality products need attention and high involvement from the employees' side, and to achieve all these, the leader plays the most significant role. A leader in this regard is responsible to provide teachings to his employees related to quality procedures and how to implement such procedures thereby; companies could achieve or ensure quality assurance standards (Nallusamy et al., 2015; Nyambok & Kastner, 2012; Pozo, Barcelos & Akabane, 2018).

2.4.4. Maintain high-quality labeling of products

According to the study of Manning & Soon (2016), maintaining high quality in labeling is very much important because a high level of quality requires perfect labeling on products. The study of Jackson (2016), thus had defined that accurate labeling on products like; information about its packaging, raw materials which have used in making a certain product and various other information is important to increase brand awareness and quality satisfaction of certain products among customers.

Chapter-3

3. Introduction to the Chapter

3.1. Methodology

Research methodology in the research will analyze the techniques to carry the whole research process. It includes using a philosophical approach in the research to integrate it with the secondary research study. The following will be the main sections that are described below of the research methodology. Philosophical aspects of the research study will include the main philosophical approach that will be using a researcher to portray new research on the chosen research topic. Researchers to portray excellent new secondary research will be using an interpretive approach. A researcher will use this approach because there are various advantages of using an interpretive approach for secondary research studies. For instance, the study of Jackson (2016), had defined that the interpretive approach allows a researcher to integrate secondary research with qualitative research materials of prior studies.

The study is using an effective data collection approach mainly to carry literature review and the data analysis part of the research study. It is using a qualitative data collection process as the study of Creswell & Creswell (2017), had defined various advantages of the qualitative approach of data collection over quantitative or primary approaches. According to the study of Creswell & Creswell (2017), qualitative studies provide easiness to the research to fully justifying the research aims and research questions with the help of prior research studies data. In this manner, research does not need to collect data from any outside source likewise quantitative research.

Unlike the quantitative data collection process, secondary and qualitative data collection processes provide easiness to the researcher. The study contains some inclusion and exclusion criteria as defined in the heading below of inclusion and exclusion, for example, the inclusion criteria of the research will include; making use of up-to-date information from the previous ten years and including the research material related to the context of a research study. On the other hand, exclusion criteria for the study will include, excluding all outdated information which will be older than the past ten years such that from the years 1990-1995.

Data analysis heading in the methodology part will be defining the use of the constant comparative analysis approach to critically analyze the literature review in the data analysis part. Constant comparative analysis method will provide an opportunity for the researcher to

further critically analyzing the literature review in-depth. It is the best technique to interpret the research findings that is why the researcher will use this technique. Research has some limitations due to the lack of primary data but this limitation will be reduced by the use of constant comparative analysis techniques. The constant comparative analysis will help a researcher to reduce the false results in the research study and will help to include true findings from various online sources to justify the research questions of the issue. The study also includes using online sources like books, online journals, and various others to carry secondary research material related to the themes of research study or topic. Online data sources will be helping a researcher to portray a new secondary research study. Search items for the study will include using keywords that will be based on the different headings themes of the research study. The keywords will help to increase the speed of the research process.

A research methodology is very much important to discuss in the third chapter of the research study because it helps to analyze the overall methodology in research such that research methodology in this study includes various headings. It means that research methodology in this research is wholly defining how this research has used different concepts and writing styles to shape this overall research.

3.2 Philosophical aspects of the research

Philosophical aspects of this research include the strategy which is defined or indicating as the research philosophy to carry research or proposing a new research study. This research study includes an interpretive approach as a research philosophy or philosophical aspect of this research. According to the study of Sacks et al. (2018), an interpretive approach is the best research philosophy to integrate with secondary research because it provides easiness to the research to carry critical insights in relating to the research study topic material. It is the main reason that the researcher has chosen this philosophy and as well as to cover the overall themes of research, this research has used an interpretive philosophy (Fletcher, 2017; Sun & Lipsitz, 2018). The study of Sacks et al. (2018), had also defined that an interpretive philosophy is beneficial because it allows the researcher to present quality research study material and also allows presenting the research deeply.

3.3 Data collection

Data collection process which has been used in this study includes secondary data collection process as the researcher has used secondary data collection process and integrated it with the qualitative research studies by taking research material from prior research studies

and is thus presenting in this research to cover research aims and objectives and to justify research questions (Bresler & Stake 2017; Alase, 2017). A researcher has used this data collection process because it has provided a researcher to present social phenomenon such that how leaders perform their duties and which type of attributes they have to manage their workplace practices. The study of Breznau (2016), had defined the importance of secondary collection process according to which this method provides the best ways to a researcher to portray research information or to present a literature review efficiently.

On the other hand, the qualitative data collection process has also various advantages to be used in this research study for example; it is allowing the researcher to openly present the research by carrying material and analyzing those materials. Similarly, the study of Bresler & Stake (2017), had defined that the qualitative data collection process is very much important to integrate with secondary research to show that research is completely depending upon secondary studies or secondary research.

3.4 Inclusion and exclusion criteria

This research study also includes both, inclusion and exclusion criteria. The inclusion criteria for the research study include using data or materials from the studies which are relating to the topic of study such that ‘Role of leadership Management in Provision of Quality Assurance in Food Companies’. The inclusion criteria in this study also include using the research material that is no older than the past ten years. Exclusion criteria in this study include removing or not to use materials that were very old or older than the past ten years. Exclusion criteria in this study also include using research studies that contain not adding material that is from the year 1990-1995 and the material mainly from the past five years is included in this research.

3.5 Data analysis

This research has used the data analysis part and the method to analyze data includes constant comparative analysis as this method has coped with the limitations of this research. A reason to choose a constant comparative analysis technique is, it is a reliable technique to integrate with the qualitative data collection process. According to the research study of Almalki (2016), a constant comparative analysis technique is the best method or technique to interpret the findings of the literature review in research studies. Therefore, a literature review of this study and the future dissertation’s data analysis part will be using this technique to highlight the deep insights on the research topic.

3.6 Limitations of the research

Research also contains some limitations just due to the use of secondary recourses or qualitative research material but this limitation has been also reduced by a researcher. A researcher has used constant comparative analysis techniques to cope with the limitation of the research which includes lack of primary data. Constant comparative analysis technique has allowed researchers to present the true results in the research study as well as with the help of this technique, a researcher has integrated all the concepts of methodology section thereby, reduced all the limitations in this study. Moreover, the use of constant comparative analysis technique has allowed a researcher to fully control or command over research concepts because likewise quantitative researches, qualitative and secondary research do not contain questionnaires or any other data which shows that the study is consuming much more time to complete. It means that the research study has also coped with the limitation which includes; more time to complete the research study. This study with the help of secondary data allowed research to easily interpret or present new research on the topic or certain issue.

3.7 Data sources

Data sources mean the sources of data that are being utilized and has utilized in research studies as data sources in this study include data from online articles, books, journals, and various other new platforms. All the literature in this study and the data which has used also include some SAGE journals some of which are regarded as the most important sources to present the research material in this study. Data sources for this study also include material from the journals or online articles which have information related to the team leaders' attributes and the services in terms of quality and total quality management. In this way, the researcher has fully integrated all the research questions and is justifying them efficiently.

3.8. Search terms

Search items in this research study include keywords and the words which are relating to the quality management or the attributes of team leaders in food companies, the role of leadership, and the role of leadership management to ensure the quality of food companies. It has also used keywords related to the factors which impact the quality of food or keywords like factors that could impact the quality assurance in food companies. Ways to ensure quality assurance in food companies and some major ways to determine or implementing quality in food. Search items have been chosen from the research studies which have used

keywords like these. The study of Alase (2017), had defined the importance of search sources or search keywords in the study according to which search keywords are vital to use to determine the current trends and concepts based on the context of a research study. Research keywords also speed up the whole research process. On contrary to this, wrong use of keywords in the research study could also fail the research study or research paper that is why it is vital to use the right form of keywords for the research.

Chapter-4

4 Discussion/Data Analysis

This chapter is presenting a further analysis of the literature review portion of the themes which are related to the context of this research study topic. It is presenting more narrative and critical insights from the prior research studies to justify that information which has provided in this research is up-to-date and does not contain any false information (Hoch et al., 2018; Banks et al., 2016; Aga, Noorderhaven & Vallejo, 2016). The data analysis portion of this research study is using a constant comparative analysis approach which is very much important to portray critical analysis on the research study (Hoch et al., 2018; Banks et al., 2016; Aga, Noorderhaven & Vallejo, 2016). According to the study of Wang & Yue (2017), the data analysis portion in research studies is the most crucial part of any research because it involves the interpretation of data as in this research study. According to the study of Wang & Yue (2017), the data analysis portion of research studies helps the researcher to perform logical understandings and logical responding to the research topic or research issue. It helps to generate a connection between different trends which use in the research study.

The study of Akanmu, Bahaudin & Jamaludi (2017), had defined the benefits as well as importance of data analysis portion in research studies and according to the study of Akanmu, Bahaudin & Jamaludi (2017), before writing or establishing dissertation writing, a researcher first collect data and then after collecting data, he starts to analyze that data to carry meaningful insights to portray a new research study. Likewise, in this study, researcher is using data analysis portion, and this portion has helped him to interpret and analyzing the data from prior research studies or from the research studies that were related to the roles and responsibilities of leadership and their quality assurance process in food companies (Kim-Soon, Chin & Ahmad, 2017). The data analysis portion is thus serving appropriately the research aims and objectives. Data analysis portion of this research is justifying the readers that researcher is producing true results for this study and the accuracy of collected data by justifying them from previous authors studies or research papers in the context of topic of the study (Biénabe, Berdegué & Belt, 2016; Bouranta, Psomas & Pantouvakis, 2017).

From the literature review of this research study, it is analyzed that quality control and is very much important to ensure quality improvements in food companies as the study of Manning & Soon (2016), in this study had defined the purpose of quality control to justify

that manufacturing of food products need quality work from employees side. To support this, the studies of Bresler & Stake, 2017; Breznau, 2016; Casolani, Liberatore & Psomas, 2018; Kim & Thapa, 2018, had also defined that high quality in food companies could be maintained or could be controlled by the help of PPE offers to employees. The study of Bouranta, Psomas & Pantouvakis (2017), had defined some quality control procedures in which the use of personal protective equipment is one of the great tactics to improve and ensure quality of food and foodservice delivery to customers (Kuzaiman et al., 2018; Kuzaiman et al., 2017; Mamun, 2018; Manning & Soon, 2016). As the literature above had defined that inspection of raw material is one of the factors which influences the quality of food, thus, the inspection process also includes the inspection of employees, for instance, to monitor the practices of quality. Leaders of food companies in this regard could play the most important role (Kuzaiman et al., 2018; Kuzaiman et al., 2017; Mamun, 2018; Manning & Soon, 2016).

Following the literature of this study, it has observed that the inspection process needs effective efforts from leaders. For example, leaders are responsible to train employees; they are liable to guide employees about how could quality impact food (Nallusamy et al., 2015; Nyambok & Kastner, 2012; Pozo, Barcelos & Akabane, 2018; Psomas & Jaca, 2016). Leaders are also responsible to give brief information to their employees about ways to ensure the quality assurance as the research study of Bouranta, Psomas & Pantouvakis (2017), had critically examined that reducing cost of production is one of the method by which leaders can ensure their employees that company follows a good quality assurance process because cost of production could decrease when company spends its efforts to maintain waste products by using them in other operations because some waste materials like chemicals can use in making other food product. The study of Sacks et al. (2018), has also supported the cost of production technique in food companies by maintaining proper waste management process as the study of Sacks et al. (2018), had defined that leaders in companies are liable to monitor that employees are following proper waste management process.

The study in the literature review section has described some other techniques to ensure quality assurance such as; improving production techniques, increasing morale of employees and maintaining high-quality labeling of products (Stephan, Hart & Drews, 2015; Sun & Lipsitz, 2018; Talib, Kassim & Zainuddin, 2018; Yin et al., 2018). Likewise, the study of Jukes & Bose (2017), critically defined one of these techniques which is; increasing

employee morale in companies. The study of Akanmu, Bahaudin & Jamaludin (2017), had defined that leaders are responsible to increase the morale of their employees by giving them extrinsic and intrinsic motivation. The study of Akanmu, Bahaudin & Jamaludin (2017), in this regard, had defined that a well-managed leader in a company always appreciates their workers and he is the source of maintaining quality procedures in a company.

Companies who hire great leaders do not need to invest more capital investments because their leaders become a fundamental source for making changes and improvements in organization including its culture and workplace practices mainly related to employees (Kim-Soon, Chin & Ahmad, 2017; Akhtar et al., 2016; Alase, 2017; Al-Busaidi, Jukes & Bose, 2017). Effective organizations always make sure that their leaders are behaving in such a way that they would surely gain the trust of employees and customers (Bresler & Stake, 2017; Breznau, 2016; Casolani, Liberatore & Psomas, 2018; Kim & Thapa, 2018).

From the findings of the literature of following research study, it has analyzed that gaining trust from customer side is the key driver to increase profit and revenues of company as the study of Breznau (2016), also supported the satisfaction of customer on manufacturing company and according to the study of Breznau (2016), customers all the world are preparing food products which are of high quality. Companies that are providing high-quality services to their customers are satisfied with their annual revenues and growth. They are competing on international level, for instance, Tesco and Walmart are two both popular companies of the United Kingdom and the United States of America which had made an example of strong leadership to inspire other companies of this world (Nallusamy et al., 2015; Nyambok & Kastner, 2012; Pozo, Barcelos & Akabane, 2018; Psomas & Jaca, 2016). Both of the companies Tesco and Walmart implies the example of transformational leadership styles instead of following transactional leadership styles to make quality improvements in a food company.

It means the quality assurance process mainly relies on the attributes of team leaders which has analyzed from the introduction part of this study (Stephan, Hart & Drews, 2015; Sun & Lipsitz, 2018; Talib, Kassim & Zainuddin, 2018; Yin et al., 2018). This study has defined some attributes of leaders which are vital to shoe in company to inspire employees so that every individual employee follows the right path and everyone regulates practices under the laws and regulations related to quality management of food (Hoch et al., 2018; Banks et al., 2016; Aga, Noorderhaven & Vallejo, 2016). These attributes include; fairness, confidence, empowerment, etc. To feel employees satisfied and committed about their jobs, it

is vital to show positive behavior with them. Along with the personality, attributes and different elements of behavior inspire employees to perform quality tasks or activities at the workplace. The study of Biénabe, Berdegué & Belt, 2016; Bouranta, Psomas & Pantouvakis, 2017, had defined that motivation is the core psychological process to increase quality of production process in companies and motivation which provides by a leader works as a powerful tool to make future goals (Bresler & Stake, 2017; Breznau, 2016; Casolani, Liberatore & Psomas, 2018; Kim & Thapa, 2018).

The study had defined the importance of various important roles of leaders which are overseen processes, lead teams, train employees, manage inputs and analyze data (Nallusamy et al., 2015; Nyambok & Kastner, 2012; Pozo, Barcelos & Akabane, 2018; Psomas & Jaca, 2016). From the overall importance which had defined in the literature of this research study, it is observed that leaders are full package of skills and they have enough efforts to achieve desired goals of the company (Sacks et al., 2018). The study had defined that using raw materials of high quality could help food companies to improve quality of food products as well as it also ensures the customer that company is giving quality services to them because on the packet of food item, all the information related to material always present (Psomas & Jaca, 2016). It means it is necessary to perform perfect labeling of food products and not to write any false information about the raw materials which have used in making a certain food product. The study of Psomas & Jaca (2016), had defined we can never achieve anything in our life without taking a risk it means; leaders take risks and they have a willingness to take risks related to several situations to gain opportunities from new approaches.

The study of Sacks et al. (2018), had defined that if a leader or an individual will always do a traditional activity so he or she can never make new changes and new improvements. On the other hand, if an individual will take risks regarding anything, he can either lose or fail. Likewise, the study of Nallusamy et al. (2015), had defined that leaders who apply the TQM approach integrate it with transformational leadership theory which allows them to implement new approaches and practices in a company. In addition to this, employees always find traditional ways of working in which they always work but a leader is responsible to guide them about contemporary ways which are taking place in contemporary business practices to gain competitive advantage in business (Stephan, Hart & Drews, 2015; Sun & Lipsitz, 2018; Talib, Kassim & Zainuddin, 2018; Yin et al., 2018).

It is role of leaders to acknowledge their employees that they are free to take part in decision-making process in company, therefore; company can implement new techniques to

improve quality process (Nallusamy et al., 2015; Nyambok & Kastner, 2012; Pozo, Barcelos & Akabane, 2018; Psomas & Jaca, 2016). Leaders are accountable to understand the problems of their employees as the study of Bouranta, Psomas & Pantouvakis (2017), had defined that leaders are responsible to arrange meeting sessions on a monthly or weekly basis. Meetings are the way to perform formal talking with employees to understand their needs, wants and other things. For instance, in a diverse workplace environment, employees belong to a different culture, different religions and different values (Stephan, Hart & Drews, 2015; Sun & Lipsitz, 2018; Talib, Kassim & Zainuddin, 2018; Yin et al., 2018). Therefore, a leader in this type of culture or environment is liable to make sure their employees that how they could gain knowledge and how they could increase their experience while working with skilled and senior employees of different cultures (Bresler & Stake, 2017; Breznau, 2016; Casolani, Liberatore & Psomas, 2018; Kim & Thapa, 2018).

The study of Kuzaiman et al. (2018), had defined that it is vital to protect the health of citizens through providing them quality products by applying or following safety laws of the countries in which certain company runs its business. It is the common way to start quality improvements in Food Company; furthermore, the study of Bouranta, Psomas & Pantouvakis (2017), had critically examined that safety of customers is important to make economic developments and to achieve this, it is vital to provide quality services for domestic customers. To ensure the quality of food it is necessary to determine the sources that could help to eliminate quality problems like to implement all the principles of the TQM approach that enables quality improvements in food companies.

Quality can indeed impact the supply chain process as well as to the profit of food companies as according to the studies of Stephan, Hart & Drews, 2015; Sun & Lipsitz, 2018; Talib, Kassim & Zainuddin, 2018, it is common that food companies impact by the supply chain process due to which their profit become low. It means quality impacts different processes. Likewise, the study of Yin et al. (2018), had defined that quality of food lowers the trust of customers on food companies as in the United Kingdom, customers mostly prefer quality products that maintain a good impact on their health. It means that people like to follow products which could give good nutrition to them. Thus, quality of food impacts food companies in form of gaining trust from customers' side (Nallusamy et al., 2015; Nyambok & Kastner, 2012; Pozo, Barcelos & Akabane, 2018).

Following the above discussion, it is true that the majority of people all over the world are becoming aware of quality procedures due to which they are continuously purchasing food

products that have high quality. It means the quality of food is impacting on the external environment through which companies gain maximum profits (Breznau, 2016; Casolani, Liberatore & Psomas, 2018; Kim & Thapa, 2018). Therefore, to achieve maximum profit it is vital to implement a good manufacturing environment in food companies because, during the manufacturing process, quality significantly influences (Bresler & Stake, 2017; Breznau, 2016; Casolani, Liberatore & Psomas, 2018; Kim & Thapa, 2018).

Chapter-5

5 Conclusion

This study had defined the importance of the quality assurance process and the role of food companies' leaders in ensuring the quality assurance process in food companies. It had defined the factors which impact the quality assurance process along with some implications to ensure the quality services to their customers. It had defined the impact of low quality to customers and their health. This research study had briefly explained the importance of the Total Quality Management (TQM) process in integrating this with the characteristics or attributes of leaders that are necessary to maintain quality assurance or quality control in the manufacturing of food companies. It had examined the importance of transformational leadership theory or model over the transactional leadership style.

From the overall discussions of this research study, it concludes that leaders are responsible to follow a Total Quality Management (TQM) approach rather than just following the traditional ways like following a transactional leadership style. The leader who has great action and power always provide ways to innovate and the ability to direct people. Leaders greatly emphasize food companies to manage themselves and individuals in an organization. The study of Sun & Lipsitz (2018), had defined that should maintain boundaries to their employees to make them understand and realize that what employees should do and what should not do. This research study has presented visionary goals for leaders of food companies to demonstrate important personal characteristics such as personal image building to maintain the quality assurance process. From the findings of this study, it also concludes that leaders who follow the TQM approach are more effective than numerous other types of leaders because they are committed to quality and have the power to make a change by following the right decisions.

Leaders are responsible to create and maintain a corporate culture in food companies as the study of Sun & Lipsitz (2018), had defined that they maintain the social architecture of an organization. This research paper has presented fundamental principles such as the findings on interpersonal relationships or positive communication with employees. From the information and key knowledge of this research, it proves that quality management in food companies depend upon leadership style that helps to carry trust and respect among

employees of the company. Leaders must have the ability to complete with efficient suppliers. They must have such tactics that are necessary to negotiate or in other words leaders must have strong and powerful negotiation skills. The culture of a company means is a set of practices in which the most vital practice depends upon leaders who have a capacity as well as the capacity to make new directions, goals, and objectives to attain desired outcomes. Leaders must openly make strategic initiatives to support their organization and promoting positive culture at the workplace.

5.1 Recommendations

This study had defined the importance of the quality assurance process and the factors which could impact the quality assurance process. Thus, here are some recommendations for the leaders of food companies. Recommendations mainly are based on the implementation of interpersonal communication and positive attributes to achieve the trust of both, internal and external people which includes; customers and employees mainly. It is vital for a team leader in food companies to communicate in a positive manner such that; listening to the issues and sorrows of employees. As the study had defined that employees significantly in diverse workplace environment encounters with several issues and conflicts due to different culture and different religious background. It is the main reason that leaders should arrange meetings on a weekly or monthly basis with individual employees after clarifying that certain employee is facing some issues in a workplace environment because workplace stressors can damage the health of employees that automatically impacts the quality production process.

To follow the goals of the quality assurance process, leaders should give much more confidence to their employees as it had defined that by promoting confidence, team leaders can ensure their employees that they are making productive outcomes and the company is satisfied with them. Reward management practices of leaders in food companies can also improve the quality assurance process. It means leaders should establish an efficient reward management process for employees so that they can avail different opportunities like extrinsic and intrinsic rewards could motive leaders towards productivity. Leaders should also promote a clear vision to employees and to do this, leaders must have the right decision-making skills.

On the other hand, in simple words leaders should learn about different procedures by which they could increase their decision-making skills. They must understand the importance of teamwork, inclusion and diversity and Total Quality Management (TQM) approach. In

contemporary business practices of today's contemporary world, leaders of food companies should understand the transformational leadership style which could impact their employees working. The studies of Bresler & Stake, 2017; Breznau, 2016; Casolani, Liberatore & Psomas, 2018; Kim & Thapa, 2018, had defined that leaders in various food companies emphasize on transactional leadership style instead of transformational leadership style. Therefore, leaders should not engage themselves with transactional leadership style because this style forces them to follow traditional ways like goals that have been made by the company and does not allow a leader to make strategic or new goals.

On contrary to this, the transformational leadership style forces leaders to establish new goals and strategic initiatives. Total Quality Management is the approach which is common mostly in contemporary business practices of this world because leaders of today in food companies are following this approach after integrating with the transformational leadership style. Transactional leadership style leaders mostly follow the guidelines of the company management whereas; transformational leaders make goals on their own. Transformational leaders develop skills and efforts in their employees by their own experiences, knowledge, and skills (Stephan, Hart & Drews, 2015; Sun & Lipsitz, 2018; Talib, Kassim & Zainuddin, 2018; Yin et al., 2018). The transactional leadership style is the same as management because it depends upon already organized activities and does not require any new activity. Leaders of today, therefore, to compete on an international level should adopt a transformational leadership style.

The study of Kim-Soon, Chin & Ahmad (2017), had defined that the transformational leadership style consists of active management and contractual obligations however transformational leadership style includes flexible practices. In this manner leader also becomes satisfied with his job and with the workplace environment. In a transactional leadership style, leaders need the help of the management to determine and implement a solution of problems but in a transformational leadership style; leaders themselves find a way to resolve complex problems. In this manner, food companies should hire leaders who have much understanding of the transformational leadership style with more than 5-8 years of experience.

From the above recommendation, it clears that food companies' HR management also plays a great role to improve the quality assurance process. The quality assurance process depends upon leadership or company leader and practices of leaders in the company depend upon the culture of the company. For example, if the company operates within a

transformational leadership style, a leader will become satisfied and feel no more stress to follow the existing traditional laws and regulations related to workplace practices to achieve results. On the other hand, if the company follows a transactional leadership style, a leader, in this case, will surely feel stress and depressed that he must follow the rules and regulations of the company.

Employees indeed act according to their teachings and guidelines of team leaders in companies. They follow their team leaders and leadership style in this regard should play a great role. A leader should have much more power for heading towards companies' accomplishments in the quality assurance process. It shows the behavior of a leader which means to achieve goals for the best of the company and its future. Leaders should adopt this type of leadership to carry out change in an organization and its environment. Leaders should increase as well also must improve the knowledge of employees regarding quality assurance procedures for quality control in the manufacturing process. They must make their employees understand the importance of maintaining a fruitful relationship with suppliers to ensure the customers that the company is giving them quality services. The study of Al-Busaidi, Jukes & Bose (2017), had defined that laissez-fair leadership is the most inactive leadership which has seen in various food companies due to which they had become unable to achieve customer satisfaction goals. In addition to this similar study had defined that inactive leaders can never achieve quality in the manufacturing process for instance to manufacture any complex food products which contain numerous chemicals.

It is also a must for leaders of food companies to give information to their employees about the importance of high-quality raw materials. For example, they should make their employees understand that cheap and low-quality raw materials could damage the health of the people of the state. In this regard, the studies of Kim-Soon, Chin & Ahmad, 2017; Akhtar et al., 2016; Alase, 2017; Al-Busaidi, Jukes & Bose, 2017, had defined that in the absence of leaders, employees do not take active action to all these and they only concern with the manufacturing of products instead of concerning their quality. Leaders should make their employees understand about chemicals which are good and which are bad to add while manufacturing the food product because there are various cheap chemicals which use in food products; those chemicals are very serious to the human health and can also lead an individual to severely bad health outcomes. Leaders sometime should also ignore the aggressive behavior of their employees and must implement the transformation theory of leadership to resolve complex situations in the company. It has seen that manufacturers or

employees in food companies do not wear personal protective equipment which is crucial to ensure the quality of food.

Leaders should make understand their employees about the use of personal protective types of equipment. They must provide guidelines that the food industry and the companies of the developed countries increased their quality assurance process by implementing quality processes like wearing PPE strictly while manufacturing. The studies of Hoch et al., 2018; Banks et al., 2016; Aga, Noorderhaven & Vallejo (2016), in this regard had defined that in the United States of America, food and retail industry is the largest industry and it is continuously increasing its sales as well as becoming successful in ensuring quality services to their customers because food companies follow strict rules of PPE. Leaders are liable to arrange meetings with their employees to define that food contamination can destroy both public and health economic consequences.

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