

**UNIVERSITI TEKNOLOGI MARA**

**FACTORS ENHANCING QUALITY  
ASSURANCE SYSTEM AND  
OPERATIONAL PERFORMANCE IN  
SECRETARIAL ASSOCIATIONS IN  
NIGERIA**

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Thesis submitted in fulfillment  
of the Requirement of the Degree of  
**Doctor of Philosophy**  
**(Office Systems Management)**

**Faculty of Business and Management**

**June 2025**

## ABSTRACT

There have been inconsistent findings in the literature concerning the relationships between quality assurance system factors and operational performance. These inconsistencies have resulted in the lack of data for the deployment of appropriate critical success factors for the enhancement of quality assurance systems that can lead to superior operational performance in professional secretarial associations in Nigeria. Hence, this research has prompted further investigation on the effect of environmental dynamism through the lens of Social Identity, and Resource-Based View theories that may better explain the nature of these links. Evidence from the literature affirms that quality assurance systems factors adoption based on ISO 9000 dimensions by professional associations in Nigeria may or may not enhance operational performance. This study focused on the perception of members of three professional secretarial associations registered in Nigeria, for their opinions on the operational performance dimension adopted in this study. Based on a thorough review of existing literature, four dimensions of quality assurance systems factors (i.e. leadership, customer focus, people involvement, and continuous involvement), and two components of operational performance (i.e. membership satisfaction and service quality) were identified to be the prominent features of the quality assurance system factors and operational performance in secretarial associations in Nigeria that require connectivity. Further, the study examined the moderating role of environmental dynamism on the operational performance in secretarial associations in Nigeria. G-Power software was used to identify a sample of 201 practising members of three secretarial associations in Nigeria. The stratified random sampling technique was used for data collection. The Statistical Package for Social Science and Structural Equation Modeling with Partial Least Square technique were used to test the theoretical framework. The results revealed that all four QAS factors are instrumental for secretarial associations to increase their OP. Environmental dynamism significantly and positively moderated the effect of the QAS factors on OP. The research creates awareness in secretarial associations to focus on the four QAS factors to attain a superior operational performance. In terms of originality, this research examined the effect of four QAS factors on OP in the three secretarial associations. Specifically, the construct and criterion validity with regards to the QAS dimensions are further confirmed in this thesis. Practically, this research can be used to evaluate the effectiveness of the QAS factors on OP in the secretarial associations' context. Finally, the research suggests that similar studies be conducted in other professional associations in Nigeria. This study contributes to the existing literature on the QAS factors that can be adopted in quality assurance system and OP enhancement, particularly in secretarial associations, and in professional associations in Nigeria in general.

## ACKNOWLEDGEMENTS

My sincere appreciation goes out to my Main Supervisor, Prof. Dr. Norzaidi Mohd Daud and my Co-Supervisor, Dr. Shamsul Baharin Saihani, for their commitment, direction, encouragement, and patience in reviewing my work at different stages and providing numerous insightful comments, suggestions, and recommendations. They deserve my sincere thanks and respect for the effort they put in.

Additionally, I would want to convey my sincere gratitude to my family for their unwavering support, inspiration, and love as I pursued a Ph.D. My deepest thanks is due to my late wife and confidant, Juliet, who sacrificed a great deal to see that my PhD ambition came true but whose life was tragically taken by the cruel pangs of death before this task was finished. I truly appreciate the support and sacrifices made by my children Jane, Joan, and Daniel during the course of my academic trip abroad. I thank you, Prof. Adewale, O. S. of the Cyber Security Department of the University of Delta, for all the remarks and criticisms you made to make ensure my writing was on track.

I am thankful to the Tertiary Education Trust Fund (TETFUND) and the management of the University of Delta, Agbor, for giving me the opportunity to continue my research through the Academic Staff Training and Development fund.

Above all, I give thanks to the Almighty God for keeping me healthy, favoring me, and supporting me at this time.

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# CHAPTER 1

## INTRODUCTION

### 1.1 Introduction

This chapter outlines the background of quality assurance systems' factors that may be deployed to enhance operational performance in the Association of Professional Secretarial Staff of Nigeria, thus giving an overview of context of the current study. The chapter further explains, the research gap, objectives/research questions, significance and scope of this research and provides definitions of terms used. Finally, an outline of the remaining chapters of the thesis is presented.

### 1.2 Background of the Study

In today's world of ever-changing customer expectations and escalating global competition, quality processes and operational performance are critical to organizational effectiveness. Quality has become one of the most significant factors in the strategies for making organizations competitive in the contexts of globalization, highly competitive marketplaces, continual technological innovation, and increased stakeholder expectations (Ismaylis & Moschidis, 2015). As a result, establishing organizational structures for quality assurance has become a top concern of twenty-first-century organizations (Kagumba & George, 2013).

Many academics have equally acknowledgment that the strategic use of quality service can lead to improved business performance and operational efficiency (Ratsoeu, 2012; Kasiri *et al.*, 2017) Additionally, other authors have also written about the importance of quality for service firms, including Kibandi (2019), Okelo (2015), Li, Pomegbe, Dogbe, and Novixoxo, (2019), Khoo (2022), Gonu, Richard, Asare-Larbi (2023). They have also demonstrated a strong correlation between quality and profits, market share growth, return on investment, customer satisfaction, and intentions to make