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NEW PRODUCT COMMITTEE AND PERFORMANCE OF MANUFACTURING COMPANIES IN NIGERIA

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ABSTRACT

The Nigerian manufacturing sector is strategically relevant in creating new products. However, some elements impact the effectiveness and efficiency of these committees, including issues with cross-functional integration, resistance to change, legal and compliance issues, fluctuating customer behaviour and lack of market knowledge. Hence, this research's specific objectives were: to investigate the influence of new product decision-making process on the performance of manufacturing companies and the role of leadership and governance in the performance of manufacturing companies in Ogun state, Nigeria. A cross-sectional survey research design was adopted to collect data from the respondents randomly and successfully. The study's population consisted of product managers from three hundred and seventy-four (374) manufacturing companies in Ogun state as provided by Ogun state environmental protection agencies, with a sample size of 193 computed using the formula of Taro Yamane (1967). Multiple linear regression analysis was used to analyse data using IBM-SPSS version 27.0. The findings indicated that the decision-making process significantly impacts Manufacturing companies in Ogun State, with (β = .154, t = 2.813, p = .005). Also, it was revealed that leadership and governance significantly impact the performance of Manufacturing companies in Ogun State, with (β = .683, t = 12.474, p = .000). It was concluded therefore that new product development committee indeed affect organizational performance positively. Hence, it was recommended that it's imperative to establish robust product development committees that are characterized with state-of-the-art decision-making processes and the right leadership and governance style to drive cross-functional teams, and effectively achieve organisational goals.

Key words: New product committee, Decision-making, Leadership and Governance, Manufacturing companies

INTRODUCTION

In the constantly changing competitive business environment, introducing new products into the market is crucial for an organisation's existence and success, even though this process involves significant costs, uncertainties and risks. During this process, businesses must assess their new products constantly to determine whether to move further with their development given the dynamics in the competitive environments. It appears from historical experiences that companies evaluate their new product ideas incorrectly in two ways (Meinel et al., 2020). They may choose to go after a novel product idea that might not work out. Alternatively, companies may decide not to pursue the development of a novel product with promising prospects. Both scenarios result in significant losses for the firms; the former causes investment losses, while the latter results in lost investment possibilities.

Effective strategies must be implemented to ensure that organisations drive product development in a context requiring ongoing innovation to gain market share. As the speed of technology improvement in manufacturing organisations increases and product life cycles steadily decline to their shortest, prior means of cutting costs are becoming inadequate to sustain competitive advantage (Gramberg et al. 2024). Instead, firms must constantly create and cultivate creativity and innovation to maintain operations in an unstable environment.

Product development is fundamentally about bringing new products or services to market, leveraging a company's strengths and adapting to changes in the marketing landscape to gain a competitive edge and drive business progress. However, success in this endeavour is not guaranteed, as it involves a series of activities, from identifying market opportunities to delivering the final product. The sucess of manufacturing firms relies on their ability to swiftly recognise customer needs and develop cost-effective products to fulfil them competitively without detriment to the firm.

In addition, in the dynamic business environment, successful firms continue to adjust and adapt their offering in response to different customer needs and emerging trends while positioning themselves as competitive and effectively leveraging the opportunities offered by technology (Amajuoyi et al. 2024). Evaluations are at the centre of this process, especially by the new product committees, whose role is to suggest new products and services to replace old ones. Thus, product committees operate within business structures and follow a business plan to define growth areas and implement plans to improve products. Although they meet some limitations when pursuing the project's development phase, they successfully evaluate the potential benefits to promote proper decisions corresponding to business goals and objectives.

New product committee is strategically relevant in creating new products in industries. However, some factors impact the effectiveness and efficiency of these committees as follows. They include issues with cross-functional integration, resistance to change by functional silos, legal and compliance issues, fluctuating customer behaviour, problems with production and technology, and lack of market knowledge. Also, Coordination issues between departments such as R&D and marketing, manufacturing, and finance lead to lack of market integration or inefficiency in customer need solutions (Lin & Lekhawipat, 2023). The absence of goodwill in change and innovation undermines the development of NPC, and the slow pace of product development hinders the company from capping it as equivalent to more nimble and innovative counterparts (Lodice, 2021). Since new products must be created and launched into the market successfully, there is need for New Product Committee or NPC.

The NPC sometimes may be unable to properly coordinate these complex structures and environments, especially when introducing new products and services to the market due to poor and ineffective leadership and governance styles that do not align and adapt to changes in the competitive market space. Furthermore, functional teams characterized with stubborn functional silos may hinder the effectiveness of decision-making process with negative consequences on the capacity to navigate this mirage of problems. Failure may lead to defective products that must be withdrawn from the market, or failure to conform to quality standards, which is essential and affects the performance of products for the domestic and export markets. By investigating the problem associated with New Product Committees, this study provides valuable insights for manufacturing companies that aim to enhance their innovation capabilities and market performance, fostering growth in industrial areas in Ogun State and supporting economic development initiatives in Nigeria. Hence, the objective of this research is to investigate the influence of the decision-making process on the performance of manufacturing companies as well as the role of leadership and governance on the performance of manufacturing companies in Ogun state.

Review Of Literature

2.0 Preambles: The mandate of a new product committee is to develop a committed member body within an organisation to effectively coordinate and direct the process of establishing new products to sell. Typically, this group comprises personnel with professional backgrounds in operations, finance, personnel, research and development, marketing, and knowledge management, as well as other professionals interested in the firm's activities and the relevant field of study. Its central duty is coordinating and managing the new product process to ensure it complies with the set organisational objectives and consumer needs.

Assembling experts for the new product committees typically sourced from different departments or organic functional units of the organisation, such as operations, sales, marketing, finance, and research & development units have key advantages. Such cross functional team provide diverse perspectives and robust information source. The committee is responsible for allocating resources and giving strategic direction for new product development initiatives and aligning those with the main objectives of the organisation as well as current and future market trends. It has laid down goals, objectives, and key performance indicators (KPIs) to manage the development direction. It also has decision-making power and allocates resources, coordinates and monitors projects, evaluates risks involved, and makes strategic choices at any time when a new product is being developed, which includes screening for new product concepts, setting priorities, allocating resources, and making decisions on go/no-go at some stages of the development.

2.1 Decision-making process

Organisational decision-making is complex, especially when it comes to developing new products. The makeup of the new product committee, which consists of individuals with varying backgrounds and experiences, impacts the decision-making process within the committee (Lieberthal & Lampton, 2024). A new product committee is meant to improve several company functional areas to provide a more comprehensive picture of challenges, leading to better decision-making (Pfiffner, 2022). The decision-making process inside an organisation, especially in the manufacturing sector, can be complicated due to the complexity of the choices taken, the associated risk, and the trade-off between creativity and practicality. According to Souza et al. (2020), decision-making involves selecting the best course of action from among those offered in organisations, particularly in the manufacturing sectors.

Morelli et al. (2022) argue that the risk levels on which each option's definition is based permanently skew decision-making. According to Ramnund (2020), people tend to base their decisions on the risks associated with the various possibilities, particularly in business. Because strategic decisions are typically complex and poorly organised, managers and executive teams frequently struggle to make them. Strategic decisions are rarely simple, according to Szanto (2022); they often entail several variables, competing goals, and unclear results, all of which raise the possibility of failure. Because decision-makers in the manufacturing industry frequently have limited time and insufficient information, they must weigh a wide range of options. This complexity is especially apparent in this sector (Souza et al., 2020).

From the foregoing, it can be seen that decision making research in developed countries tend to focused much on risk and uncertainty since they are essential to good decision-making processes. When decision-makers investigate the risks and uncertainties associated with their alternatives, modelling techniques are typically employed to evaluate the likelihood and consequences of

various possibilities. Decision making in climes such as Nigeria business space especially among the indigenous manufacturing companies seems to pay lip service to modeling approaches to decision making. Also researches in this domain are sparse and far apart. This calls for concerted efforts in this direction to uncover how new product failure rate could be minimized.

2.2 Leadership and Governance

The primary goal of effective leadership is to help people reach their full potentials without resorting to the use of force most of the time. Consequently, the role of leadership in organisation is to achieve organisation's goals through people by providing direction, inspiration and guidance for team members. The laws, regulations, and standards that specify the interactions between the various stakeholders in the organisation are covered in the framework on leadership and governance. Consequently, improving accountability in its operations with internal and external parties or stakeholders is the aim of leadership and governance (Lauwo et al., 2022). Leadership and governance offer the framework that forms and sensationalises management systems.

Leadership and governance can also refer to the structure of institutions, laws, and economics that control the day-to-day operations of an organisation (Bromley & Meyer, 2021). Burawat (2019) asserts that regulations governing the civil or criminal prosecution of individuals and companies that carry out immoral or illegal conduct on behalf of organisations are essential to effective leadership and governance. When leaders embrace the challenge of liberating instead of limiting the potential of the people they lead, the results speak for themselves regarding worker loyalty, productivity, creativity, and dedication to the organisation's stated goals. As defined by Kavanagh (2022), "Leadership and governance" refers to the rules, guidelines, and practices that guide and oversee an enterprise.

Following from the above expositions, it can be inferred that effective leadership and good corporate governance are crucial for ensuring an organisation's success. Good leadership and governance set rules and regulations for good conducts in organisations, It also advocate principles and ethical conducts that direct businesses in their day-to-day operations.

2.3 Performance of Manufacturing Industry

An organisation's performance is frequently discussed and investigated in the literature on strategic management. The effectiveness of decision making in an organisation determines its ability to succeed, and that effectiveness is evaluated (Jha et al., 2024; Sakib et al., 2022). Formally, performance is determined by an organisation's wise choice, which eventually enhances its competitive advantage. According to Nafeez et al. (2023), performance can refer to several indicators, such as profit margins, profit growth, and investment levels that assess a small- or medium-sized business's financial capability. Jha et al. (2022) define appropriate performance measures as those that allow an organisation to direct its activities towards

achieving its strategic objectives. Performance can also be defined as a company's ability to meet or exceed its investors' goals or objectives in time (Atmaja et al., 2022). Manufacturing businesses need to understand how complex product offers including delivery, quality, pricing, and time—affect their ability to operate as a company. Productivity and overall corporate success are dependent on manufacturing strategy and performance. Operational efficiency in manufacturing is determined and calculated using metrics related to time, cost, quality, and reliability of manufacturing organisations' operations (Trattner, Hvam et al., 2019). This encompasses the execution of production procedures. According to Chavez et al. (2017), integrating features that meet and satisfy customer expectations entails upgrading objects (goods) and ridding them of flaws or problems. An organisation's quality is the culmination of all the characteristics that allow it to meet explicit and implicit needs. This concept demonstrates the need for a drive towards higher-quality products in the market or among customers.

2.4 Decision-making and Performance

According to Sommerer et al. (2022), there are variations in organisational decision-making performance within and across organisations. Their research showed how different aspects of institutional design affect decision-making performance and how decision-making enhances organisational performance. Similar views were voiced by Colombari et al. (2023), who claimed that the quality of decision-making significantly affects organisational effectiveness, especially in sectors that value accuracy and innovation, like manufacturing. The company's resources are gathered by the New Product Committee, which serves as a focal point for decisions and jointly and thoughtfully directs product development (Kiesow, 2023). Because handling options in these situations is challenging, risky, and unexpected, formal procedures are required to evaluate possibilities and lower risks. Kang et al. (2021) have found that decision-making is still critical when considering new product efforts' operational, financial, and commercial aspects, even when a range of cross-functional feedback is considered. If customer demands continue to shift and the industrial sector becomes more and more competitive, then effective organisational decision-making will be crucial to maintaining competitiveness and attaining ongoing success. The study by Weerasekara and Bhanugopan (2023) also demonstrated that increased global competitiveness promotes decision-making techniques that raise corporate performance.

Additionally, they underlined Information and Communication Technologies (ICT)’s role in decision-making and resource management. Szanto (2022) researched this field by analysing the relationship between the decision-making procedures and performance and attitudes towards change of 234 Hungarian firms. It was discovered that better operational performance and corporate outcomes are generally associated with decision-making grounded on intuition and experience. It has also been demonstrated that organisations that are more flexible and open to change take a more intuitive approach to decision-making than those that are less flexible.

Based on the literature and theoretical framework, it is postulated in this study that decision making process adopted by new product committee in Ogun state manufacturing sector do not significantly contribute to new product success.

2.5 Leadership and government influence on the Performance of Manufacturing companies

Leadership and governance are acknowledged to impact industrial firms' performance. According to Alozani et al. (2020), companies use governance and leadership as a kind of self-regulation. A firm's success mainly depends on its leadership style, particularly in the industrial sector. Studies have indicated that the implementation of transformational leadership improves the performance of organisations by giving priority to vision, inspiration, and employee empowerment (Magasi, 2021). Regardless of their rank or the company's success, leaders have significant, non-delegable decision-making responsibilities. Without adopting strategic leadership, strategies that yield above-average performance cannot be produced or implemented (Kavanagh, 2022). Burawat (2019) clarified that the manufacturing sector mediates between transformational leadership and sustainability performance. This suggests that transformational leadership affects lean manufacturing and other operational techniques, affecting performance. Ichsan (2021) examined the connection between leadership style and worker performance and found a 34% direct correlation. This further supports the critical role of competent leadership in promoting employee engagement and productivity, both of which enhance overall organisational performance.

Furthermore, leadership affects the workplace, indirectly affecting employee performance. Governance arrangements have an equal impact on an organisation's effectiveness. Regarding how leadership may increase profitability, Witts (2016) claims that leadership styles significantly impact profitability. The study assumed a straight association between strategic leadership and performance, ignoring moderating factors like the external environment that may impose restrictions. Ahmad et al. (2016) examined the effects of organisational innovativeness, strategic leadership, and information technology competency on the successful execution of plans in Nigerian tertiary institutions using descriptive, correlational, and regression analysis methodologies.

According to the study's findings, the three factors that affect an institution's efficacy are organisational innovation, IT competency, and strategic leadership behaviour. Nevertheless, this study did not assess the relationship between organisational success and strategic leadership. According to Abdollahbeigi & Salehi (2020), senior management involvement and sound governance significantly impact the success of Malaysian manufacturing businesses. This bolsters the notion that well-executed governance, accountability, transparency, and efficient resource allocation are the primary determinants of industrial performance. Ogun State's industrial sector may experience increased productivity and innovation if its leaders change their mindsets and

governance procedures. Based on the foregoing expositions, it is hypothesized in this study that Leadership and Governance have no positive and significant impact on the performance of manufacturing companies in Ogun State, Nigeria.

2.6 Theoretical Review

The theoretical underpinning for this study is the contingency theory which emerged in the management literature in the late 1960s and early 1970s, replacing the old management theorists' view that there is a single "best way" for managers to accomplish efficient organisational operations. Bartol et al. (2003) discovered that occasionally departing from conventional management principles yielded favourable outcomes, which gave rise to the contingency approach to management theory. In the simplest terms, contingency theory says that effective management depends on the specifics of each event. Contingency theories challenge the universal applicability of several present theories, which make this claim (Katz & Kahn, 1966). Generally speaking, contingency theories claim that changing conditions will alter how one views effective management. Leadership in a new product committee impacts the organisation's general performance and the success of product development. Several leadership philosophies work well depending on the situation, such as directive leadership when prompt and decisive action is required or participative leadership during brainstorming sessions. Understanding what will lead to an effective managerial outcome requires understanding aspects such as leadership style, job description, engagement in decision-making, and organisational structure, according to earlier research on contingency theory (Burns & Stalker, 1961). The core tenet of contingency theory that there is no one "best" approach is supported by the decision-making process used by manufacturing businesses, particularly in the context of new product committees. Particular contextual elements, including the market state, available internal resources, styles of leadership, and organisational structure, influence every choice. Contingency theories are classified as either internal or environmental in the management language. Per the contingency theory, the circumstances in that specific scenario determine the proper managerial decision-making technique. Katz and Kahn (1966) suggest that the optimal management decisions in a given scenario are contingent upon the situational environment or specific vital elements. It discouraged the assumption that there is just one perfect way to run a business. Burns & Stalker (1961) assert that contingency theory dictates that the specifics of a situation dictate the best course of action for management. Instead of looking for fundamental standards that apply to all conditions, contingency theory seeks to identify principles that describe actions based on the particular characteristics of each case.

The degree to which decision-making procedures and leadership philosophies are tailored to the corporate environment is probably a determining factor in the manufacturing success of Ogun State's industries. Ogun State's particular industrial, social, and economic circumstances call for unique leadership styles and frameworks for decision-making. Adhering strictly to conventional

management concepts may not be as valuable as developing a customized strategy considering these contextual elements. Therefore, more adaptable decision-making procedures and leadership philosophies considering the business's unique constraints are more important to the industrial sector's success in Ogun State than standard management techniques.

Method

To achieve the objective of this study, a cross-sectional survey research design was adopted to collect data from the respondents randomly and successfully.

The study's population consisted of product managers from three hundred and seventy-four (374) manufacturing companies in Ogun state as provided by Ogun state environmental protection agencies.

The sample size for this study was computed using the formula of Taro Yamane (1967).

The sample size for this study is 193 respondents. Therefore, copies of the questionnaire were administered to product managers from manufacturing companies in Ogun state, using a simple random sampling technique.

Primary data were used through a structured questionnaire distributed to product managers or heads of new product committees from manufacturing companies in Ogun state. Thus, the cross-sectional survey method used a 5-point Likert scale ranging from strongly agreed to 5, agreed to 4, neutral to 3, disagreed to 2, and strongly disagreed to 1. The study also subjected the instruments used to test validity using face and content, while Cronbach Alpha of 0.7 coefficient was used to test its reliability.

The study used quantitative methods, which involved administering a closed-ended questionnaire based on the sample size. Hence, descriptive and inferential statistics were also adopted. Multiple linear regression analysis was used to analyse data, and IBM-SPSS version 27.0 was used.

Data Analysis

4.1 Demographic characteristic of Respondents

The study collected demographic information from respondents. The result is presented below:

Table 4.1: Demographic characteristics of respondents

Age		
20- 30	12	6.2
31-40	84	43.5
41- 50	65	33.7
Above 50	32	16.6
Educational Qualification		

OND/NCE	16	8.3
HND/B.Sc.	128	66.3
M.sc/MBA	49	25.4
Working Environment		
On-Site	131	67.9
Hybrid	62	32.1
Remote	-	-
Years of Experience		
Below 10 years	28	14.5
10-20years	96	49.7
Above 20 years	69	35.8
Total	**193**	**100**

Source: Field Survey, 2024.

The table above presents the demographic profile of product managers from 384 manufacturing companies in Ogun State. The table revealed that 6.2% are within the age of 20-30, 43.5% are within the age of 31-40, 33.7% are within the age of 41-50, and 16.6% are above the age of 50. This implies that product managers in Ogun State manufacturing companies reflect a workforce primarily composed of experienced professionals who attract younger talent, which ensures sustainability, drives innovation and handles future retirements. Educational qualification showed that 8.3% have an ordinary national diploma/National certificate of education, 66.3% have a BSc./HND, and 25.4% have an MBA/MSc. This implies that respondents are well-educated and have the analytical abilities to handle the questionnaire with little or no research assistance. Also, 67.9% of respondents are onsite, while 32.1% are hybrid in the working environment. This implies that on-site remains critical for maintaining production efficiency while the growing hybrid model highlights the industry's **adaptation to modern work trends**. Finally, years of experience showed that 14.5% have less than 10 years of experience, 49.7% have 10-20 years of experience, and 35.8% have above 20 years of working experience. This implies that the significant presence of senior managers offers a strong base for **mentorship programs** as experienced managers will guide junior or less experienced product managers to develop leadership skills among the next generation and ensure a **smooth transfer of knowledge**.

4.2 Test of Hypotheses

Table 4.2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.791[a]	.625	.623	2.19703

a. Predictors: (Constant), decision-making process, leadership and governance

Source: Researchers' Survey, 2024

The model summary in this study shows an R-square value of 0.625, which means that the constant value of the new product committee accounts for 62.5% of the variation of the dependent variable (firm performance). This explains that the regression model used is statistically significant for making predictions.

Table 4.3: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2074.233	2	1037.116	235.176	.000[b]
	Residual	1137.767	190	4.410		
	Total	3212.000	192			

a. Dependent Variable: Firm Performance
b. Predictors: (Constant), Decision-making process, leadership and governance

Source: Researchers' Survey, 2024

Table 4.3 above summarises the results of the variation analysis in the new product committee with a large regression sum of squares (2074.233) compared to the residual sum of squares with a value of 1137.767. The findings showed that the model is fit to explain a lot of the variation in the new product committee of the firm performance. Thus, the estimated F-value (235.176), as given in the table above with a significance value of 0.000, is less than the p-value of 0.05 ($p<0.05$). This means that the new product committee significantly impacts the performance of Manufacturing companies in Ogun State.

Table 4.4: Coefficients [a]

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.876	.806		2.327	.021
	Decision-making process	.155	.055	.154	2.813	.005
	Leadership and governance	.731	.059	.683	12.474	.000

a. Dependent Variable: Performance
Source: Researchers' Survey, 2024

Table 3 elucidates the significant impact of new product committees on the performance of manufacturing companies in Ogun State. Hypothesis $\mathbf{H_{1a}}$ stated that the decision-making process

has no significant effect on the performance of Manufacturing companies in Ogun State. The null hypothesis was rejected, and the alternative hypothesis was accepted. This indicated that the decision-making process significantly impacts the Manufacturing company in Ogun State, with (β = .154, t = 2.813, p = .005). This finding is consistent with previous studies by Sommerer et al. (2022), Colombari et al. (2023), and Kang et al. (2021). Furthermore, **H_{1b}** stated that leadership and governance have no significant impact on the performance of Manufacturing companies in Ogun State. The null hypothesis was rejected, and the alternative hypothesis was accepted. This indicated that leadership and governance have a significant impact on the performance of Manufacturing companies in Ogun State, with (β = .683, t = 12.474, p = .000). This finding also aligns with the findings of Alozani et al. (2020), (Magasi, 2021), Burawat (2019), Ichsan (2021), Witts (2016) and Ahmad et al. (2016). Therefore, achieving new product success remains a significant issue for organisational firms in the current business environment. Thus, realising the importance of new products in their planned future, business organisations never stop striving to improve their new product development process. The contributions of task force groups committed to new product development have enabled companies to achieve this aim.

Therefore, this research stresses the significance of creating and effectively defining the task force groups allied to organisations' new product development processes. These groups should function in new product-delineated arenas and should endeavour to develop long-term trust among team members, the goals of which should be laid down. The detailed understanding of the customer's voice and the commitment to integrating as many ideas from within, especially from actual customers, to create successful new products is evidence of sound business and development strategy in many organisations today.

Implication of findings

Theoretical implication: The conclusions of this research produce several significant theoretical contributions, particularly in the Contingency Theory, which asserts that organisational performance depends upon the correspondence of managerial actions with the environment. Evidenced by the rejection of the null hypothesis that decision making processes does not significantly contribute to performance of new product committee suggested that decision-making processes contribute significantly to the performance of manufacturing firms in Ogun State. This connects with the core concept of contingency theory, which proclaims that the organisational decision-making structures should be chosen based on the best fit for the organisation. The identified link between decision-making and organisational performance indicates that firms in dynamic industries such as manufacturing reap the benefits of the idiographic decision-making frameworks consistent with their operations. This supports the theoretical concept that any decision-making largely depends on the context of the firm and is one of the primary sources of competitive advantage, particularly in industries experiencing intense technological and market dynamism. Also, the results of the second hypothesis tested highlights again the critical role of leadership and governance in influencing performance and

confirms the Contingency Theory, stating that leadership is contingent on matching management systems with organisational contexts and environments. The analysis of leadership in improving manufacturing performance also calls for flexible governance systems that address new market conditions and changing manufacturing environments. This supports the theoretical assertion that leadership is not a rigid style but must be flexible and thus sensitive to the various manifestations of the organisation.

Practical Implication: The study calls for enhanced decision-making, leadership, and governance, as well as the formation of task forces for niche market products. It underlines the importance of focusing more on analysis solutions, recognition, and training to provide timely decisions based on market conditions or corporate goals. Using task force groups increases the development of new products when customer feedback and markets are incorporated since it brings people together with mutual trust. Therefore, developing feedback mechanisms and cross-functional teams in charge of designing products is essential. To remain relevant in the market, companies must invest in dedicated teams to follow the trends in specific sectors, technologies, consumers and the marketplace. However, long-term team trust is also essential in maintaining high organisational performance and innovation, which is needed in a competitively challenging manufacturing sector.

Conclusion

The study acknowledges the significant importance of the Product Development Committees in enhancing organisational performance. It insists that persistence and a conscious, purposeful application of resources are required to attain these ends. The variables of the new product committee, which are decision-making, leadership, and governance, indicate an impact on manufacturing performance. Leadership and governance offer the framework that forms and sensationalises management systems. The result aligns with Kang et al. (2021), who have found that decision-making is still critical when considering the operational, financial, and commercial aspects of new product efforts, even when a range of cross-functional feedback is considered, and Ichsan (2021) looked into the connection between leadership style and worker performance and found a 34% direct correlation. However, it should be noted that for products, mere optimisation of the work of product development committees might not guarantee success in developing competitiveness and market share advantage. Instead, organisations must ensure that several factors are well integrated to achieve optimal organisational outcomes concerning their product development processes. As correctly stated, generating new products is critically important for future prosperity; several organisations face numerous challenges in attaining competitive success in new product markets. Consequently, organisations and firms always seek better practices and methods that enhance new product development results. This search is continuous because the market is constantly evolving, and companies must continue to move to maintain their market dominance.

Recommendation

The study recommended that to maximise organisational performance in new product development, it's imperative to establish robust product development committees comprised of cross-functional teams, aligning their efforts strategically with broader organisational goals. Recognising that success in this domain requires continuous improvement, fostering a culture of innovation and embracing market sensing capabilities are crucial. Encouraging collaboration and communication among departments involved while monitoring and evaluating performance using relevant metrics ensures that efforts remain focused and adaptable to market dynamics. By implementing these strategies, organisations will enhance their new product development practices, drive innovation, and maintain a competitive edge in the ever-evolving marketplace.

Suggestion for Further studies

Future research could investigate: the nature of technology use in product management; the effects of remote and hybrid work environments on manufacturing business performance; comparative study on new product development across industries; the relationship between organisational culture/ geographical location and leadership/ decision making, respectively; the integration of sustainability into new product development process; the influence of leadership approaches on task force productivity; and time-sequenced research and decision making/organisational performance. These areas could hold some clues on how manufacturing firms can unlock technology for competitive advantage, respond to new-age working culture and improve the management of products, decisions and the new product development process. Some of these areas could contribute towards revealing more information about how best to enhance these processes in different organisations.

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