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AN ACHIEVEMENT OF PRODUCTION COST CONTROL IN MANUFACTURING ORGANIZATIONS: A LITERATURE REVIEW

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ABSTRACT

Manufacturing Organization Production cost control practice is one of the difficult tasks in cost management. Production cost control is the achievement of pre-determined targets of cost, of which most contractors have not fully enjoyed its benefits. The aim was to currently identify the task of an achievements of production cost control in manufacturing organizations. The methodology followed literature searching, selecting and analyzing the selected papers is followed many achievements by identified out of these some achievements, were thoroughly elaborated whereas the rest lacked detailed literature. These some achievements are using obsolete methods and concepts, knowledge on the use of available tools and technology, lack of production cost control and systems, suitable to the organizations, abandonment of complicated strategies, consistency in cost management by managers, serious decision failure, exorbitant marketing expenses, difficulty in monitoring different sources of day-to-day cost data variations in Products and financial commitment in manufacturing organizations. It was realized that achievement can be grouped under managers' personal characteristics, such as knowledge of Production cost control s and technology used in the system of Production cost control. Attitudinal change is required for the successful implementation of production cost control system in manufacturing organizations.

KEYWORDS

manufacturing organizations, production cost control system, cost management. achievement of target, manufacturing products.

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INTRODUCTION

An achievement of Production cost control is one of the difficult tasks in current products. Cost management faced by most of manufacturing organizations and have not fully enjoyed its benefits.

The decision making of Production cost control is a required task for the survival and growth of every manufacturing organization in every nation. The system of Production Cost Control assists manufacturing organizations to eliminate and/or reduce unnecessary wastage of resources in the execution of manufacturing organizations (Bahaudin et al., 2012; Adjei et al., 2017).

According to Cleland and Ireland (2002) Production cost control is the process of monitoring; evaluating and comparing planned results with actual results to determine the status of the cost of the product., schedule and technical performance objectives of the project. It is therefore essential that, every manufacturing organization in an effective way by practicing production cost control procedure during the post manufacturing stage of the Products. Manufacturing organization to keep the cost of executing the product within the budgeted cost as initially prepared and approved for (Adjei et al. 2017; Adjei et al. 2015; Sanni and Hashim 2013; Olawale and Sun 2010).

Bahaudin et al. (2012) have also explained that when manufacturing start, the budgeted cost of the product serves as the baseline for the manufacturer or whoever is undertaking cost control to use it to check and control the manufacturing costs. A broader understanding of the various aspect of production cost control principles are vital to enable managers or cost engineers to effectively prepare their Production Cost Control and in the development of future cost forecasting techniques for effective project delivery (Skitmore and Marston 2005).

The Production cost control principles are also expected to act as telltale or offer early warning system, notifications of possible budget difficulties at predetermined periods for corrective measures to be decided to solve the cost variances. The product quantity surveyor or the cost engineer needs to apply the production cost control methods to develop a series of options for the other members to consider and select one of the best options that fit within the approved budget limit (Adjei et al., 2017; Khamidi et al., 2011; Dikko 2002)

In the manufacturing organizations, very little study has been conducted on the challenges of production cost control. Researchers such as Kirun and Varghese (2015); Sanni and Hashim, (2013) and Ademola, (2012) identified Achievements of Production Cost Control but with very limited literature review.

The aim of the study is to identify current Achievement of production cost control system in the manufacturing organizations. This study therefore assessed the current Achievement of production cost control system that are related to the manufacturing organizations. It will enable production members or cost engineers develop mitigating measures in order for manufacturing organizations to fully enjoy the benefits of the system of production cost control.

OBJECTIVES OF THE STUDY

1. To study technical and commercial background of achievement of production cost control in manufacturing organization.
2. To study the impact of application of production cost control techniques on productivity and quality.
3. To identify the achievement, challenges faced by manufacturing organization with related to production cost control.
4. To study the difficulties of implementing production cost control in manufacturing organization.
5. To understand the problems faced by manufacturing organization in allocation and absorption of production cost control.

RESEARCH METHODS

This study was conducted using research papers from the literature search and successively processing and analyzing the papers gotten. Well-known texts relating to production cost control and other cited publications in referred journals but limited to papers that relates to issues focusing on the achievement of production cost control.

The following steps were used:

i) Searching for titles, keywords and abstracts with words like 'Achievements', 'Production cost control', 'cost management' through the electronic databases since such platform has a lot of collection of texts and therefore provides an extensive coverage of texts than of individual journals. The electronic databases used

includes Google scholar, Google search engine, Ebscohost ASCE, Emeralds, Taylor and Francis, Sage, Wiley online library, DOAJ, AJOL, and Science Direct. Different papers identified were scanned with the keywords above. The papers included research articles that principally focused on the Achievements of production cost control and others that relate to production cost control systems.

ii) An appraisal of the abstracts of these papers were conducted to sieve out the less related papers. This was attained by means of selecting technical papers and reviews, eliminating duplicate articles, and doing away with papers which were not directly related with the topic of the study.

iii) All the outstanding papers were read, analyzed and numerous descriptive words were identified. The part of the paper that relate to achievement of cost control were singled out for further examination for the purpose of this study.

CONCEPTUALIZATION OF PRODUCTION COST CONTROL IN MANUFACTURING ORGANIZATIONS

Definition of Production Cost Control

According to Cleland and Ireland (2002) Production cost control is the process of monitoring; evaluating and comparing planned result with actual results to determine the status of the product cost, schedule and technical performance objectives.

Achievement of Production Cost Control

The following are Achievements of production cost control systems.;

1 Using obsolete Methods and Concepts

Small and medium manufacturing organizations are currently using primitive Production cost control system which rely mainly on manual, paper-based information, instinct, and former work experiences (Benjaoran, 2009). Ademola, (2012) citation of using the manual and paper-based means for production cost control is where production managers, quality engineers or cost engineers prefer to use calculators and notebooks or writing pads to arrive at production cost control analysis instead of using the appropriate tools and technology available. Song, (2014) added that most owners of manufacturing organizations have little level of education or no knowledge on cost management which hinders systems in the knowledge of production cost control. This make them rely on previous work experiences acquired from previous products undertaken. The limitation of current cost management competences, and self-learning narrowed knowledge, continuous development of organizations, and the changing of work environment have turned their previous work experiences and methods into unfashionable ones. The achievement is that these outdated cost management systems cannot be used to solve current real-world situation of cost variances.

In situations where manufacturing organization do not develop themselves further to be acquainted with the constantly changing work environment, their problems will get worse and production cost control issues will be tough for them. So, using obsolete methods and concepts without constantly upgrading member's knowledge and practices do not help in the practice of production cost control (Song, 2014).

2 Knowledge on the use of available tools and technology

Knowledge is considered as the key element for every manufacturing organization to do well and to be competitive in the manufacturing sector (Martin, 2010; Ademola, 2012). The 'knowledge' of production cost control can be considered as technical and managerial knowledge and the lack of it affects the system of production cost control (Ademola, 2012). It is quite surprising most times to see current graduates who are production managers, quality surveyors or cost engineers using mostly calculators and notebooks to arrive at the production cost control analysis of the product rather than using current technology and complicated methods available for use for production cost control systems. The battle to always study and understand manufacturing procedures and steps of production cost control using appropriate tools is a challenge for some professionals. (Ademola, 2012).

3 Over emphasizing on results while ignoring the system of production cost control

Managers of manufacturing organizations are very mindful of production cost control issues, and have repeatedly stressed it as a necessity. The managers are only concerned about the cost variances in a particular or predetermined time. The managers fail to examine the sources of material cost change(s) and how to handle the change management system. This means that some managers of manufacturing organizations just disregard the method of production cost control in the manufacturing product starting (Song, 2014). The production cost control system should not be inactive, but it should always be active, alive and operational particularly during the manufacturing of the product. Nevertheless, the basis of real time production cost control is monitoring and reporting cost variances at regular times, hence the production cost control system demands not just a series of records of costs achievements but also the probability of subsequent cost commitments in the manufacturing organizations (Bahaudin et al, 2012; Ferry et al, 1999). Most manufacturers are not willing to invest in production cost management methods or not ready to pay a professional to handle production cost issues for the organization. It is considered as a waste of money to the organization or a way to cut down unnecessary expenses during the production of the manufacturing products although it could have saved the organization huge money loss with the system of production cost control. production cost managers necessarily need to undertake production cost control systems right at the beginning of the organization and keep the production cost control system active always (Song, 2014).

4 Production cost control system suitable to the organizations

As previously explained, managers of manufacturing organizations are very mindful of production cost control issues, and have repeatedly stressed it as a necessity. The managers always prefer an easy way of performing production cost control system without following due process which eventually become a bad practice. Most cost managers are always mindful of the need to focus and keep manufacturing cost on track but are not prepared to spend much time in developing a production cost control template for every manufacturing product for use in the production cost control systems this is because of the fact that, formulating the production cost control system for a product takes much time. Notwithstanding that fact, only specific attention is given to some aspects of the manufacturing organization activities where variances of cost have or are likely to occur.

The procedural and systematic structures can be executed for a long time by corporate managers at all levels. The production cost control flow is to be undertaken for a long term instead of just once when the manufacturing product finish. It is also very important for simplifying the management of cost; specifically, production cost control in products delivery (Song, 2014; Adjei et al., 2015).

5 Abandonment of complicated strategies

Most often than not, most production managers, quality engineers or cost engineers find it difficult to combine residual knowledge with experiences from previous endeavors. (Ademola,2012). The systematic strategies where one uses mathematics with computerized base is a problem for some professionals in the day-to-day activities in managing production cost (Ademola,2012).

6 Consistency in cost management by production managers

Many manufacturing organizations will take the initiative to perform or undertake production cost control systems only when there exist production cost problems, predicaments, or thoughtful production cost issues. This is a common phenomenon with most production managers. conversely, the manufacturing organization will only be executing or delivering the manufactured product as planned. Although production cost manager recognizes the essence of performing production cost control system, they fail to pass the concept to the other managers of manufacturing organization to accomplish the cost objectives of the products. Instead of being constituent in the achievement of production cost control during manufacturing product started, production managers mostly do so irregularly or occasionally when the need arises. Not only is there a production cost control systems, but also the many production cost managers' maladies, which is a continuous engagement of production cost control in the delivery of manufacturing products. (Song, 2014; Adjei et al., 2015).

7 Excess marketing expenditure and serious decision failure

This is also an important aspect of production cost control system. The product quality engineers or the cost engineer needs to apply the production cost control systems to develop a series of options for the other production managers to consider and also select the best option that fits within the approved budget limit (Khamidi et al, 2011; Dikko, 2002). Corrective measures are therefore considered as a decision-making concept to be used to solve the variances that occur in the manufacturing cost. Alternative solutions must be undertaken to solve the production cost problems identified (Adjei et al, 2017). The failure in effective decision making and corrective actions affects the organization leading to a high cost of product. This depends on whether production cost managers of the manufacturing organizations are knowledgeable and experience in the system of production cost control in decision-making and cost management. Decision failures, including

malapportioning of funds or loss of opportunities caused by decision delays, will indirectly affect the organizational cost expenditures. Initial slight decisions failures made by production managers will eventually be catered for by the manufacturing organization (Song, 2014; Adjei et al., 2015).

8 Difficulty in monitoring different sources of day-to-day Production cost data

Charoenngam and Sriprasert, (2001), advocate that “accurate and realistic estimate” helps manufacturing organizations to win a manufacturing products, it also will offer a path to attain maximum return and finally aids as an effective idea for production cost control. The method used in the monitoring of manufacturing cost might be seen as the most problematic function to be accomplished. It is the responsibility of the staff who are dealing with the main production cost data at the manufacturing organization to monitor them in their routine dynamic production operations.

As the manufacturing work advance, earned value of each work element must be monitored to permit the identification of cost status at any given progress. The monitoring system may be involved with a vast amount of data collection from many different sources or parties. Well-established standard procedures can assist smoothen the advancement as well as guarantee completeness of data for the production cost control system (Sanni and Hashim 2013; Charoenngam and Sriprasert, 2001).

9 Variations in manufacturing products

Ashworth and Hogg (2002) stated “that the initial estimate of variations to the product is likely to be of a budgetary nature and it is important that such estimates be progressively updated as more detailed information becomes available in the form of measurement quotations or day work records”. Charoenngam and Sriprasert (2001) recommended that some decision support systems must be provided at all levels of management with updated information about the various aspects of the organization cost performance. Besides, exception reports can enhance the management’s productivity by concentrating on the most critical subset of performance information. Moselhi et al (2004), added that “the earned-value method is widely used for reporting project status with consideration of two performance indicators (time and cost) in an integrated manner”. The competencies of the personnel in the organization should be high in manufacturing production cost control system. The more efficient the cost managers are, the better for the progress and growth of every manufacturing organization. Pries et al. (2004) stated that, the manufacturing businesses today are about fulfilling customers satisfaction through efficient production and delivery of products. So, if the production cost managers are very efficient in discharging their work, it may result in high cost-effective manufacturing product delivery by the organization (Sanni and Hashim, 2013).

10 financial commitments in manufacturing products

The most important factor that is being considered by every manufacturer is the opportunity to remain in business by taking up some manufacturing product. Most manufacturer are always concerned with profit or turnover before taking up a new product. manufacturer is well aware of the need to maintain a flow of cash for the day-to-day activities in product delivery and also maintain a cash flow for the survival of the organization. Additionally, some manufacturers have suffered liquidation or bankruptcy not because their production works. was unprofitable but because of cash flow problem in the short term during manufacturing product delivery (Sanni and Hashim, 2013).

SUMMARY OF FINDINGS FROM LITERATURE

The table 1 below shows the summary of the Achievement of production cost control identified from different countries.

TABLE 1: SUMMARY OF FINDINGS FROM LITERATURE

Sr. no	Source	Country	Achievement of production cost control
1.	(Kirun and Varghese,2015)	India	Improper planning and scheduling, ineffective planning, reworks due to errors, due to defective work, wastage of materials, design changes, additional works, currency value, fluctuation in material cost and increase in interest rates.
2.	(Sanni & Hashim, 2013)	Nigeria	Improper product document, engagement of in experience staff, unstable market condition, complexity of the project, unstable government regulations, choice of procurement method, lack of research and innovation, price and design risk, quality factors of cost information, non-provision of training of young professionals, inadequate access to software packages, non-clarity of starting productions, and ineffectiveness of professional bodies.
3.	(Ademola, 2012)	South Africa	Knowledge on the use of available tools and technology, Abandonment of complicated strategies for (Song, 2014) China Using obsolete methods and concepts over emphasizing results, and ignoring the system of production cost control. Lacking production cost control systems suitable to the manufacturing organizations. consistency in cost management by production managers. Serious decision failure, exorbitant marketing expenditure.
4.	(Charoenngam & Sriprasert, 2001)	Thailand	Difficulty in monitoring different sources of day-to-day Production cost data.
5.	Authors construct	2019	Financial commitment in manufacturing products.

LESSONS LEARNT

Lessons learnt from the study include the classification of the Achievements under managers 'personal characteristics, knowledge of cost control process and technology used in the system of production cost control. Critically studying the achievements, some of the managers’ personal characteristic achievements include poor attitude towards performance, using obsolete methods and concepts, and over emphasizing results, and ignoring the system of production cost control. This shows that production cost mangers have a role to play in the system of production cost control in the manufacturing organization. Their individual personal skills and characters will as much affect the system of production cost control.

Some of the production cost control system achievements include serious decision failure, inadequate access to software packages, difficulty in monitoring different sources of day-to-day production cost data. These achievements also clearly indicate that the production cost control system and structures should be considered by every manufacturing organization. The organizations should make good decisions as well have a clear monitoring system.

Surprisingly, some of the achievements of production cost control identified are really factors that affect manufacturing cost or barriers that make controlling of products cost very difficult. It is not directly connected to the system of production cost control. Most Achievements identified by Kirun & Varghese, (2015) and Sanni & Hashim, (2013) include unstable market condition, choice of procurement method, non-clarity of production starting, improper planning and schedule, reworks due to errors, lack of research and innovation, price and design risk. It is quite debatable that barriers of controlling construction cost could be considered as achievement of cost production control system. This study draws achievements mainly for the system of production cost control.

CONCLUSION

Production cost control system plays a key role for the successful delivery of manufacturing products and also enables manufacturer to remain in business. The aim is to identify current Achievement of production cost control system in the manufacturing organization. The source of data for conducting this study was literature review. Current related literature was consulted and successively processed and analyzed. The study has showed that Achievement are plugging the way of the implementation of effective production cost control system in the manufacturing organizations. The antecedents of these achievements are to a large extent, the results of attitude of management and the people in whose hands production cost control system lay. This has created the barriers preventing the adoption and implementation of modern production cost control system in the manufacturing organizations. Attitudinal change is required for the successful implementation of production cost control in manufacturing organizations.

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