

Chapter One

Introduction

1.1 Background to the Study

The food and beverage sector is an integral part of the global manufacturing industry. The sub-sector in a nation's economy particularly in Nigeria, occupies a position of pre-eminence that propels all other sectors, and help to develop rapidly the much needed entrepreneurial and managerial skills. The roles of food and beverage companies in contributing to the economy of nations in different parts of the world cannot be over-emphasized. The significance of the organizations in this sector is that they are often regarded as a mainstay of a nation's economy, by constituting a substantial part of the national Gross Domestic Product (GDP). Food and beverage companies also play major roles in terms of providing employment, delivering quality goods and services, and resolving stakeholders' apprehensions that may want to arise. The performance and productivity of organizations in this sector are therefore crucial to the national economy and continued development¹.

In recent times, the Nigerian business environment has remained very unfriendly with many businesses, regardless of their years of existence, thereby witnessing a downward trend in their performance level. A lot of organizations in this sector have performed far below expectations in terms of quality management, overall output, revenue generation, and profitability. Our nation, just like other African countries has many food and beverage companies, but the performances of these organizations in our country have depreciated over the years. This depressing performance can be attributed to the high costs of production and the prevailing economic meltdown. Recently, quite a number of these companies have relocated to African neighbouring countries, such as Ghana, Cotonou etc. The situation has remained unabated despite the implementation of policy mix by successive governments².

However, it is very pathetic to know that food and beverage companies in Nigeria, are facing a lot of challenges that are adversely affecting their efficiency and effectiveness. Many of them do not have capable production tools and machines or make use of practices that can make them operate efficiently. Processes such as manufacturing projections, inventory management, and continuous improvement are some of the practices that are merely used in Nigeria³.

Also, finance is very vital to the survival of any business organization. Several factors may require funding such as the need to expand operations, increase production, in acquiring more staff. Many of these firms lack free access to loans while the cost of borrowing is quite outrageous⁴. At such rates, a good amount of the profit made by manufacturers is used to pay debts to the banks. Also, the sudden rise in the exchange rate has grossly retarded the performance of the organizations in this sector. The prices of raw materials have increased outrageously. This has forced many food and beverage companies to either reduce the quality and sizes of their products or increase the prices⁵.

Moreover, the complexity presented by the government when starting or carrying out any business in Nigeria is a disrupting factor for most investors. One of the main issues that hinder manufacturers is non-availability of incessant power supply. The use of alternative power such as Diesel generators can inordinately increase the cost of production to an extent, which is very discouraging. Other infrastructural problems faced by these companies include poor transportation, inadequate storage facilities, high government bureaucracy, poor distribution channels, and incessant power supply which have led to the use of diesel generators, thereby increasing the cost of production. With the recent crisis in Nigeria, natural disasters such as floods, climate change, communal problems, and terrorist attacks which have taken a toll on food-producing areas have resulted in food shortages and food-borne illnesses⁴. All these and many more have contributed to the decadence of high-quality

products from many companies in Nigeria. The effects of inferior products on our nation and the people cannot be underestimated. Many lives have been lost while some are unable to recover from sicknesses and diseases as a result of low-quality consumer goods such as foods, drinks, and beverages. In our nation Nigeria, the quality management and safety system of the food and beverage companies are largely weak, fragmented, and not well harmonized. Thus, they are not effective enough to sufficiently protect the health of consumers, which also goes a long way in affecting the society as a whole.

1.2 Statement of the Problem

The contemporary business environment is highly competitive and dynamic; which makes it very imperative for organizations to continually improve their business performance and capabilities to survive. One of the key strategies for ensuring the survival of business organizations is the application of total quality management (TQM) practices. In these millennia, firms must be more concerned about total quality management, to maximize customer satisfaction and loyalty. The present business reality requires that an organization maintains its business sustainability and produces products or services that constantly meet the yearnings of its customers and expectations. Consumers want the best satisfactions for the products they desire to purchase. They want the cost of items to commensurate with the satisfaction they are going to derive from them, so as to ensure that those products meet their standards before purchasing them. In addition, profitable businesses add value, employ people, have a tendency to be more innovative, are more socially conscious, and contribute to the economy as a whole.

Total Quality Management application requires that management should dedicate time, money, labour, and other resources, to enhance customers' satisfaction and profitability¹³. TQM is fundamental to organizations in order to improve their competitiveness in today's

dynamic business environment¹⁴. Globally, customer and customer satisfaction are the focal point of total quality management, but employee involvement and empowerment cannot be underrated in achieving organizational goals. Developed countries like the U.S.A, United Kingdom, Canada, and France embrace the culture of quality more than African countries.

Furthermore, total Quality Management of an organization is comprised of Quality Management and Quality Assurance, which is centered on quality management through the involvement of all members of the organization, to achieve long-term success by ensuring customer satisfaction, as well as benefits to all members of the organization and the larger society¹⁵. It is also a system approach to management, which is aimed at enhancing value to customers through the design and constant improvement of organizational systems and processes⁶.

The practices of TQM involve constant improvement, the commitment of top management to customer satisfaction, employee empowerment, as well as customer focus. It must be treated as a mindset of an organization but the ability of its top management to nurture and champion the implementation brings about inspiration in the other members of the organization to integrate it into their self-training and daily work. In this manner, quality finally takes care of itself¹⁶. It also requires that top management should be more committed to total quality management practices. This is because the application of TQM demands higher priorities or initiatives. Total Quality Management is a method of operating a business that attempts to get the most out of the competitiveness of an organization through the continuous improvement of the quality of its products, services, people, processes, and environments. Therefore, to make TQM successful, it requires greater involvement by employees at all levels of the organization¹⁶.

However, it is discouraging to know that very competent and highly skilled employees are not too many in some of the food and beverage companies. Presumably, many of them had to leave due to lack of job satisfaction. This is because majority of these establishments prefer to hire unskilled casual workers who will do factory jobs at the cheapest rates. These skills are very important to operate types of equipment that can produce high-quality products that look exactly the same way like imported goods. Paucity of properly trained professionals in any establishment will make such business to suffer. Many employees in the organizations in this sector still lack the prerequisite skills to execute TQM successfully. In addition, a lot of business owners are finding it difficult to cope with the present situation in the country, and would rather minimize the quality of their products in order to maximize profits. They are more concerned about profitability than customer satisfaction, while many of these manufacturers do not have an understanding of what quality management entails¹⁶.

Many past studies had investigated the effect of quality management practices on firm performance across various sectors, for instance, in the oil and gas sector, air transportation industry, service organizations, hospitality industry, as well as construction companies. The findings of some of these previous studies were positive while some were negative^{6,7,8,9,10,11}. Aside from these, there is a scarcity of studies in the food and beverage sector in Nigeria, and empirical validation of most of these studies conducted is at best very limited. In literature, it has been observed that many organizations fail to develop plans that indicate how to make TQM part of their organizations, and take all necessary steps for implementation⁴. Furthermore, another study revealed that the primary obstacles that some organizations faced were a lack of employee involvement, awareness, and commitment¹².

Consequently, this research was focused on the necessity to embrace total quality management practices through continuous improvement and employee participation in order to enhance performance in the food and beverage sector. Hence, the need for this study.

1.3 Aim and Objectives of the Study

The aim of this study was to investigate the effect of Total Quality Management Practices on performance of Selected Food and Beverage Companies in South-West Nigeria. However, the specific objectives are stated below:

- i. determine the influence of quality management on profitability in the selected Food and Beverage Companies.
- ii. explore the extent at which continuous improvement process affect customers' satisfaction.
- iii. examine the effect of training and development on employees job satisfaction.
- iv. assess how customer focus influence innovation performance.
- v. ascertain the mediating effect of Employee involvement on the relationship between total quality management and performance.

1.4 Research Questions

This study was guided by five research questions:

1. What is the influence of quality management on profitability in the selected food and beverage companies?
2. To what extent does continuous improvement process affect customer satisfaction?
3. What is the effect of training and development on employees' job satisfaction?
4. How does customer focus influence innovation performance?
5. What is the mediating effect of Employee involvement on the relationship between Total Quality Management and Performance?

1.5 Hypotheses

Five hypotheses were tested at 0.05 level of significance.

H₀1: Quality management does not have significant influence on profitability?

H₀2: Continuous process improvement has no significant relationship with customer satisfaction.

H₀3: Training and development does not have any significant effect on job satisfaction.

H₀4: There is no significant effect of customer focus on innovation performance.

H₀5: Employee involvement has no significant mediating effect on the relationship between Total Quality Management and Firm Performance.

1.6 Significance of the Study

The research serves as enormous advantage to business owners, employees, customers, regulatory bodies, and industries. It is an empirical study that has both theoretical and practical significance. The study is also of great relevance to stakeholders in that it serves as an avenue to sensitize top management staff of organizations on the need to adopt and be more committed to Total Quality Management Practices for a better competitive advantage for their organizations. This makes employees more involved and participatory in decision-making processes and issues about their jobs to enhance productivity and better organizational performance. Furthermore, the study helps industries to be able to produce good quality products that will boost customer satisfaction. It also assists to curtail the issue of substandard or adulterated products and their dilemma within the society.

TQM tends to be fruitful in all fields provided that management has enough potential to actualize it. Likewise, it improves every process and individual in the organization. It also integrates with the business plan of the organization and can positively influence customer satisfaction and market growth share¹⁵. However, the benefits of this study can be achieved

by identifying TQM practices as applicable to food and beverage companies, which results in long-term success, if properly implemented. The outcome of the research can be applied to any organization either small, medium, or large scale so that they can become effective in meeting the demands of their customers, employees, shareholders, and society at large. Finally, it will be of great relevance to future research in the same area of discipline.

1.7 Scope of the Study

The study was focused on Total Quality Management Practices and Performance of Selected Food and Beverage Companies in South-West Nigeria. The selected organizations were four in number, namely: Nestle Nig. Plc. (Agbara, Ogun State), Unilever Nigeria (Apapa, Lagos State), Chi Limited (Ibadan Oyo State), and Honeywell Group (Apapa, Lagos State). The research involved full time employees at the various levels of the organizations especially those who have been in the organization for five years or more. The field survey lasted for a period of three months, it started in December 2022 and ended in February 2023.

1.8 Limitation of the Study

This study like many other studies has some limitations that must be acknowledged to provide opportunities for future studies. As with any single industry research, the findings of this study were limited to the full time staff of the Selected Food and Beverage Companies in South-West Nigeria. The major limitation to this study was based on data collection. The organizations have strict policies that made it somehow difficult to gain access. Also, some of the employees included in the study sample were somehow unapproachable, while some were reluctant to fill the questionnaire, due to their busy schedule as a result of the positions they occupy in the organizations. These problems of access restriction and non-response from some of the employees posed a challenge to this study. However, the researcher, through professional affiliations was able to address the concern.

Operational Definition of Terms

The following terms were operationally defined according to its usage within the context of the study. This is to guide against ambiguity and for clarity of tenses or syntax.

- i. **Employee:** An employee is someone who gets paid to work for a person or company.
- ii. **Employee Involvement:** It refers to a state of mental and emotional identity with work or the extent at which a job is crucial to an employee.
- iii. **Management:** This involves the coordination and administration of tasks to achieve a goal.
- iv. **Manufacturing Firm:** This is a type of organization that makes products from raw materials by the use of labour-intensive or equipment, which is usually carried out methodically with a division of labour.
- v. **Performance:** It can be referred to as an act or manner of carrying out a task or function.
- vi. **TQM:** Total quality management (TQM) practices can be described as best ways in which organisations and their employees undertake business activities in all key processes.

Endnotes

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Chapter Two

Literature Review

This chapter reviewed relevant and related literature pertinent to this study. It explored the relationship between Total Quality Management Practices and Firm performance. The review also focuses on the work of previous scholars which will provide a systematic guide and direction to investigation. The review has been carried out under the following sub-headings:

2.1 Conceptual Review

2.1.1 Total Quality Management

Total Quality Management was defined by several authors who had interests in the concept. Although the Total Quality Management (TQM) philosophy and its principles are quite old, it was introduced in the USA around 1980, in response to the stiff competition and challenges of globalization from Japanese organizations¹. However, TQM came into existence in the 1970s when quality development took a tactical shift from Quality Control to a quality strategic approach so as to heed the increasing attention on quality. Quality management since then has developed gradually from Quality Inspection to Quality Control, then to Quality Assurance, and currently to Total Quality Management. Total Quality Management is a management way of thinking that focuses on people and the work process, with customer satisfaction and improved organizational performance as the major concerns. It entails the appropriate coordination of work processes that give room for incessant progress in all business divisions with the goal to meet and even beat customer expectations. It stresses the totality of quality in all aspects of an organization in order to reduce waste, modify, and minimize cost so as to enhance production efficiency.

Total quality management is a depiction of the way of life, attitude, and organization of a company that endeavors to provide customers with products and services that fulfill their requirements². It is also defined as an incorporated effort designed to advance quality at every level of the organization. Total Quality Management accentuates innovative and improved methods of doing things, and everyone in the organization must embrace change, while management must be willing to manage it successfully. All levels of management must be ready to welcome suggestions and ideas that can lead to quality improvement, even when those ideas are coming from their subordinates³.

Total quality management is a system approach to quality management. It refers to a complete commitment to quality in all spheres of the organization. It is centered on quality, based on the participation of all its members, and aiming at long-term success through customer satisfaction and benefits to the members of the organization and society⁴. In a sense, TQM is simply effective management⁵. It is a state in which all the activities of all the functions are designed and carried out, in such a way that all external customers' requirements are met while reducing internal time and cost, thus enhancing the workplace climate⁶. Total quality management involves making constant efforts to identify what the customer wants from time to time and determining how to cater for them. This is based on the recognition of the fact that customers' needs, desires, and wants normally change over time in relation to changes that may occur in key aspects of the environment such as social, political, economic, and technological changes⁷.

Moreover, it is a combined process that involves every member of an organization ranging from top management to the junior staff. Total Quality Management is customer-driven, and the overall objective is to satisfy its requirements, and know the changing needs. The

customers may be those who purchase goods and services (external customers) and workers inside the organization (internal)⁸. It also emphasizes product quality improvement and affirms that all organization functions should be directed towards this goal. It is an inseparable aspect of every employee's performance and responsibility. The main objective of TQM is to surpass customer expectations continuously, for maximum satisfaction, while defects and waste are being eradicated from operations⁹.

TQM is an approach for an organization that is centered on quality, based on the participation of all its members and aiming at long-term success through customer satisfaction, and benefits to all members of the organization and to society. It is a contemporary method by which an organization and its workers can become involved in the continuous improvement of the production of goods and services. Therefore, enterprises and business organizations must ensure that items launched or marketed by them should be well prepared to fulfill the buyers' needs. Total Quality Management requires excellence in all areas of the organization through continuous improvement, a commitment by all, and customer focus¹⁰.

TQM is aimed at achieving customer needs through quality products and services. Hence, its implementation requires decoding and transforming customer needs and expectations into organizational actions¹¹. Furthermore, TQM practices also involve employees in all levels of activities for a continuous process by using a top-down and bottom-up approach, especially in the quality implementation stage¹². The ever-improving universal rivalry in the business environment and the increase in the demands of high-quality products by customers have caused organizations to understand that the only way of survival in the market is to deliver better quality products to meet customers' needs. Many organizations, therefore, spend considerable amounts of their funds on activities relating to improving products and services.

The massive applicability of Total Quality Management has made it to receive credit as one of the most popular continuous improvement systems for quality. It increases customer satisfaction through the participation of all personnel¹³. These definitions emphasize gaining a competitive edge and apply to all sectors. In this regard, the mindset of quality management and continuous improvement must be handled as a primary objective at all levels in all units of an organization in its expansion and development processes, to enable it to deal with new challenges in the most appropriate and efficient way¹⁴. The main aim of TQM is to implement a management system and organizational culture that ensures customer satisfaction since customers who are more sensitive to quality standards usually improve their expectations continuously¹⁵.

New competitive approaches have eradicated the primitive management principles and rendered traditional means of product manufacturing and service delivery obsolete. The Competition has become so high on all fronts that the time is now when organizations will only survive by making a difference¹⁶. Nigerian industries are losing a huge sum of money annually through the non-implementation of TQM. Total Quality Management streamlines cost-effective method and procedure that lessens overhead and increases performance. There is a need to sensitize Nigerian organizations on the benefits of implementing TQM. In particular, TQM is a culture of continuous improvement based on continuous learning and adaptation to changes in customer demand and product or operational methods. It encompasses all operations in the organization and as such involves every employee in the organization. The aim is to produce and market high-quality, low-cost products that satisfy customer requirements¹⁷.

Organizations that have adopted the TQM philosophy have demonstrated that a focus on the customer must include more than external customers. They believe everybody in the

organization is either a customer or a supplier, and that everybody in the organization has a customer¹⁷. TQM can be visualized as constructing a house. First, putting top management commitment to TQM as the base or foundation. Without a strong foundation, the house will never stand. Once the foundation is in place, attention should be given to employee training and empowerment, quality measurement and benchmarking, process management, customer involvement, and satisfaction. These factors can be viewed as the four pillars of a house¹⁸. The role of Total quality management is widely accepted as being a critical factor in the success and survival of an organization in today's competitive business environment. Consumers are becoming gradually cognizant of raising the standard in service, and quality stimulated by competitive trends which have enhanced higher expectations¹⁹.

The effects of TQM in the food and beverage companies can be studied from different perspectives such as care design, consistency implementation, and documented quality management systems which are capable of contributing significantly to superior financial performance¹⁹. Quality Management, quality assurance, and quality controls are all exemplifies in total quality management with other management activities. The foundation of Total Quality Management is a work process that strives to improve quality and efficiency, increase productivity, and boost customer satisfaction. It is one of the management strategies that can be adopted to achieve incessant improvement in quality. TQM practices which take place within a quality culture or context of an organizations are defined as the actions and procedures undertaken by a company to ensure the delivery of a high-quality product²⁰.

Hence, it is believed that these quality management practices are broad because they have the highest rate of occurrences by different researchers and are recognized as the key aspects in TQM implementation in the manufacturing sector; it represents the hard and soft aspects of quality management and all-encompass the most prestigious quality award and standards

criteria widely accepted by quality management scholars and practitioners²¹. These have been considered critical practices in quality management. The merits of Total Quality Management can be achieved by identifying the sets of common TQM practices as applicable to food and beverage companies. These practices if implemented properly will result to success for organizations.

However, to achieve long-term success that will be benefited to all stakeholders and society at large, customer satisfaction must be guaranteed. Thus, TQM entails the application of systematic tools and approaches for managing organizational processes. With these ends in mind, TQM involves the establishment of structures such as quality development teams and committees for maintaining focus and enacting organizational improvement processes. In summary, TQM is a multidimensional concept but its focal point is on continuous improvement processes, it has two approaches both internal and external. The central emphasis is on continuous improvement and delivering high-quality products and services on operation, while the external focus is on customer orientation to get useful and updated market orientation. TQM contains several activities, for example, management leadership, the role of the quality department, training, employee relations, quality data, and reporting, supplier quality management, product/service design, (process management, strategic planning, customer focus, information technology, and analysis, people management²².

The quality management practices can be used by senior management as a framework to direct their organizations towards improved performance. For total quality management to be practiced, in any organization, it requires a greater level of commitment and determination from top management to achieve success⁷.

2.1.2 Total Quality Management Practices

The following are the indicators of total quality management practices:

2.1.2.1 Top Management Commitment

Top management is a catalyst in the TQM implementation, establishing values, goals, and systems to meet and exceed the expectation of customers and leading to improved organizational performance. Leadership concept is the ability of top management to create a process and strategic vision for the organization that is focused on customer requirements. Top management is to create quality strategies, set out quality goals, offer resources, provide problem-oriented training, and improvement⁷. Hence, it is believed that top management commitment is relevant in total quality management. Top management is to accept evaluate, and participate in improvement efforts to have strategies, goals, and alignment of Information Systems with a business strategy that is centered on market demand and consumer desires which will lead to organizational performance and profitability. Effective leadership promotes the strategic direction of the company to achieve customer satisfaction and business results.

Several types of research supported the fact that strong commitment from top management is the basis for total quality management idea^{7,8,9,10}. The result of top management commitment is higher quality performance. It was further elucidated that the management has the responsibility to establish a quality council, management should also set up the quality policy, the management needs to incorporate the time frame for quality goal and finally, management must provide all essential resources needed to accomplish the quality goal. The initiative for Quality must come from the top. A resilient aspiration to implement quality standards throughout an organization must come from the leadership team. While obligation for

execution must be domiciled with a quality leader in a dedicated quality department with support from their counterparts in operations, engineering, sales, marketing, and IT. Top management must 'walk the talk' for a quality program to be successful. Quality is everyone's responsibility, but top management has more leverage in their decisions than anyone else⁷.

2.1.2.2 Quality Management

Quality management is the act of overseeing all activities and task needed to maintain a desired level of excellence in organizations. As such, it ensures that a firm's products or services consistently functions well. Its major focus is however not only on product or services but also needs to live in the organization as the culture of quality in which every person experiences and understands the need for dedication to its values. Quality management includes the determination of a quality policy, creating and implementing, quality planning, quality assurance, quality control and quality improvement. Quality is a continuous race to improvement with no finish line. Commitments to core values are relatively easy to measure since they are overtly expressed and understood at all levels of the organization⁸.

The word 'Quality' can be referred to as the degree of excellence or superiority of a product or service. It is determined by its ability to meet or exceed the expectations of the customer in terms of its features, reliability, performance and durability. From the level of the individual employee up to the level of top management, Quality is about maximizing productivity and delighting customers while protecting our people and our resources from the harm that results from substandard processes and careless mistakes. Quality is an approach that should be the goal of every organization from business and manufacturing to healthcare, government, and not-for-profits alone⁸. Quality Management (QM) is a philosophy that is

made up of a set of jointly underpinning principles that are supported by a set of practices and techniques. QM represents one of the most important research subjects in operations management⁸.

Nowadays, quality management is a generally acknowledged organizational goal for several companies. With the tremendous growth of literature in both academia and the business world, the term quality management has been tainted to mean diverse things, and the scope of activities for its fundamentals lack unison. The study conducted by a researcher revealed the validity of quality management and concluded that QM as espoused by its founders, can be reliably distinguished from other strategies for organizational improvement and there is a substantial agreement in the literature as to which practices fall under the QM umbrella. For an organization that wants to succeed, quality should not be periodic, rather it must be a continuous race to improvement with no finish line. It does not end when you have achieved a particular goal. All employees need to experience and comprehend the value of adherence to the business's principles in order for quality to live within the organization as a quality culture. Total Quality Management (TQM) is a phrase used by quality experts to refer to the application of the fundamental concepts of quality throughout an organization⁶.

While QM has traditionally suggested the wide acceptance of process tools and systematic methods, the definition has extended to reflection the broader social ideologies of the entire organization. Culture of Quality is the extension of TQM to include both undisputable efforts by people to improve quality and the underlying beliefs, philosophies, and behaviors on which those efforts rest. A successful culture of quality is one in which the essential quality standards of the organization, such as a focus on responding to customer needs, data-based decision-making, basic expectations of workers concerning the nature of human interactions and their places in the world, such as the value of combined relationships among people with common goals and the importance of developing long-term personal connections, are closely

integrated with one another⁹. Commitments to critical values are quite easy to measure since they are clearly expressed and understood at all levels of the organization. Basic assumptions often repel unambiguous investigations, even by the people who hold them, which can make commitment at this level difficult.

When an organization embraces a culture of quality, the completion of its execution can depend on whether core values and underlying expectations already reflect quality or can be successfully modified to reflect quality through dedicated change management. The implementation is likely to be more challenging and prone to failure the further an organization's culture deviates from a culture of quality, especially if a dedication to fundamental values conflicts with underlying assumptions. What characteristics mark a company with a well-integrated culture of quality? Leadership in outstanding cultures demonstrates its dedication to quality by supporting activities in this area and speaking about quality ideals in a clear and concise manner⁷. While feeling that leadership trusts them to be proactive and use their Quality and problem-solving skills in accordance with their best judgment, employees support idea sharing and cross-functional work.

Therefore, the only way to create a culture of quality is for leadership and employees to have a comprehensive understanding of not only the core principles and practices they follow and promote, but also the fundamental presumptions they hold about the nature of work and interpersonal interactions that underlie those core principles. The majority of people have understood the phrase "quality is everyone's duty" to suggest that quality should permeate every aspect of a company. In other words, quality should not only be the job of a separate, compartmentalized "Quality Department," but rather be woven into the very fabric of an organization's identity. Another way of saying "Quality is everyone's job" is that while there is benefit in instilling the idea of quality in each employee of a company, without direct and

explicit initiative and means for putting such ideas into practice¹⁰. Everyone should strive for quality, and no one should be responsible for it. However, articulating how to do so in precise terms can only come from the initiative of organizational leadership and be delegated to specific cross-functional stakeholders for implementation. Essentially, it means that accountability and authority from a Quality "designate" are returned to the leadership team, where they belong⁷.

2.1.2.3 Customer Focus

The practice of customer-focus strategy has been implemented by various companies, in today's competitive marketplace, companies around the globe require some form of strategy to enable them to identify the vision, mission, and values of the company, and how to achieve organizational goals. The organization ought to identify both current and future customers' needs, comply with the customer requirements, and attempt to exceed the customer expectations since any organization depends on the customers⁵. In a total quality setting, the customer is the driver¹¹. In attaining customer satisfaction, an organization needs to fulfill customers' needs and expectations¹². Customer focus becomes an important factor for the success of an organization, because it is a starting point of any quality initiative. In measuring customer satisfaction, product quality is the most important thing which is the key for the organizational survival¹³.

There is a strong link between customer focus and strategic management. Strategic management involves planning and implementing strategies to achieve long term organizational goals and objectives. A key component of strategic management is understanding and responding to customer needs and preferences, as well as developing innovative ways to meet those needs is a management process consisting of the analysis, decisions, and actions a company undertakes to create and sustain competitive advantages. It

is concerned with the analysis of strategic goals and internal and external environment it enables the management to make decisions on which areas to compete in and how to compete¹⁴. It enables the development of procedures and plans to achieve set goals and to allocate corporate resources to enable the implementation of the plans. These activities enable the organization to be future-oriented; provide direction; enable the organization to strategically fit into the environment it operates; motivate employees as they are involved in various strategic management activities, together with other critical factors such as continuous improvement, teamwork, and management commitment¹⁵. The benefits of customer focus strategy had been confirmed in various types of firms¹⁶. Although, the bottom line of this strategy is to attain customer satisfaction, its effect on insurance sectors performance measures, such as financial results and employee satisfaction, also reportedly exist¹⁷. Today customer-focus strategies are needed in all types of organizations regardless of their size, at all organization levels, and in all work areas. Because customer focus is widely needed, improving the way an organization is managed is one of the keys to success, and the importance of customer focus strategies to achieve this goal is recognized around the world¹⁸.

This is an essential characteristic of TQM, firms with strong practice on customer focus move beyond the objective of delivering products and services that meet customer expectations and demand¹⁹. Instead, the practice of customer focus requires firms to have adequate attention across the entire supply chain operations, such as looking for qualified suppliers, designing products in accordance with customer expectations, timely delivery to the customer, reasonably priced products, and effective after-sales service. In other words, becoming a customer-focused firm requires the organization to continuously improve all the processes involved²⁰. As a consequence, the benefits of this practice to a firm had been reported to have direct or indirect impacts on various performance measures such as employee

satisfaction, innovation, and cost benefits²¹. The practice of customer focus has been implemented by various organizations under the umbrella of Total Quality Management (TQM).

It represents one of the several critical factors of TQM, together with other critical factors such as continuous improvement, teamwork, and management commitment. The benefits of customer focus practice had been confirmed in various types of firms, such as the manufacturing, hospitality, and tourism industries.^{20,21} Although the bottom line of this practice is to attain customer satisfaction, its effect on other firm performance measures, such as financial results and employee satisfaction, also reportedly exist²². Customer attention is frequently seen as a crucial component of total quality management (TQM), which highlights the value of development initiatives conducted by and for customers themselves.

Firms with strong practice on customer focus exceed the objective products and services delivery, that meet customer expectations and demand. Instead, the practice of customer focus requires firms to have adequate attention across the entire supply chain operations, such as looking for qualified suppliers, designing products following customers' expectations, timely delivery to the customer, reasonably priced products, and effective after-sales service. In other words, becoming a customer-focused firm requires the organization to continuously improve all the processes involved²⁰. For a successful implementation customer focus, an organization must draw extensively on customer data which typically provides information that enables employees to engage more fully to address customer-related issues²³. It requires the relevant organization to improve their production processes this, in turn, would probably bring about greater effectiveness and innovation within the organization the strategy of customer focus is most likely of value to the customer by eventually improving the whole quality of the products.

Innovation is arguably more prevalent within firms that emphasize customer-oriented strategies. There is a need for more research that focuses on how a culture of customer first operates within firms. Effective interaction with customers had been reported as a key for an organization to be an innovative organization²⁴. An organization is required to continually seek new ways of doing and managing all matters, thus resulting in the innovation of products, processes, and ultimately the organization.

Implementing a customer focus strategy would be able to strengthen the processes involved in producing products or delivering services²⁵. The main objective of customer focus is satisfying customer expectations. In implementing a customer focus strategy, the organization needs to provide vast opportunities for customers to provide feedback and suggestion. The output that contains quality features can only contribute towards higher levels of customer satisfaction. In addition, customer involvement in assuring the quality of the product or service would install positive perception among customers, a factor that had been proven to lead to increased customer satisfaction. There is a relationship between customer focus and customer satisfaction.

As a consequence, the benefits of this practice to a firm had been reported to have direct or indirect impacts on various performance measures such as employees' satisfaction, innovation, and cost benefits¹⁷. Although customer focus has been tested as a variable within several TQM-related studies, almost all of these studies investigated customer focus in combination with other factors that commonly fall under the rubric of TQM²⁵. Any firm wishing to achieve a level of sustained performance must adopt customer attention, according to experts²².

Consequently, in order to successfully adopt the concept of customer focus, the business must make extensive use of customer data, which typically gives information that enables employees to engage in customer-related issues more completely. It has also been noticed that this approach may have good effects on a number of other performance indicators, even if the benefits of such activities had previously been widely recognized, including, for example, raising levels of customer satisfaction.

Whilst it has been established that customer focus can contribute positively to the operations of a business, it is important to have a more specific understanding of the process by which this occurs. Thus, for this practice to be implemented successfully, it is necessary to consider the organizational contexts within which customer-focus techniques operate²⁶. For example, public firms are commonly understood to represent a different context from business firms, particularly due to differences in expectations between the customer and the organization, among other factors. The strategy of customer focus, which demands strong involvement and participation from employees, especially the front-line human resource who has consistent and mutual interaction with the customers, allows for the measurement of the relationship between customer focus and employee happiness. Managers and staff must collaborate in order to attain the goal of customer focus²⁶.

As such, it requires the manager to practice employee empowerment, a practice that makes them feel appreciated and valued by the firm. It is also an essential attribute that contributes to high levels of employee satisfaction. Employees who are working in a firm with a strong practice of empowerment are said to achieve greater satisfaction in their job. Through the practice of empowerment, they feel more appreciated and valued by the firms, thus improving their job satisfaction²⁸. To secure the result of customer focus, employee participation in the planning and implementation stages would be required as an

acknowledgment of the knowledge and skills they have in issues related to the customer. The direct involvement of employees in these activities would improve their sense of belonging towards the customer focus strategy of their firms, which in turn would result in higher levels of job satisfaction²⁷. Organizational innovation has also been attributed to influence the success of customer focus.

In order to enhance the overall value accrued by customers in terms of both products provided and services rendered, firms must explore novel ways of operating by redesigning and redeveloping those processes which may further stimulate innovative thinking amongst employees. Information in the form of customer feedback may offer valuable insights for employees, potentially facilitating further innovation—whether incrementally or radically—during the process of product and service exchange. A study provided evidence in support of the common belief that customer focus is a predictor of customer satisfaction. A firm that is committed to the tenets of customer focus is thus more likely to increase customer satisfaction, both regarding more concrete elements such as technology, and also less tangible elements such as employee mindset. Increased levels of customer satisfaction can be attained by firms that have thoroughly internalized the principles of customer focus, where internalization refers to the internal motivations amongst employees that results in fuller efforts being made and more allocation of resources for the customer focus agenda²⁹.

As revealed in a model by another study, customer satisfaction is also indirectly affected by customer focus through other performance measures namely employee satisfaction, innovation, and cost benefits. Employees with high levels of satisfaction are more likely to perform well in their job which in turn results in good service or product that satisfies the customer³⁰. Firms with good performance in innovation consistently seek new ways to improve processes and products that are in accordance with the increasing expectation of

customers. When customers become the main source of input for innovation, an innovative firm would have ample resources to fulfill customer demands and achieve customer satisfaction³¹. Additionally, cost benefits are the positive result of firms that successfully reduce redo, rework, scrap, and defects. Doing the job right the first time would enable the firm to provide timely and lower-priced products and services. In other words, although cost benefits is a performance measure that has direct benefits on firm operations, its consequences would likely have a further impact on customer satisfaction.

The organization ought to ascertain both current and future customers' needs, comply with the customers' requirements, and attempt to exceed customer expectations since any organization depends on the customers³¹. In order to attain customer satisfaction, organizations through their products and services must be able to fulfill customers' needs and expectations. Customer focus is one of the major factors for the success of an organization because it is a starting point of any quality initiative. In measuring customer satisfaction, product quality is the most important thing which is the key to organizational survival³². One of the four TQM components, customer attention, significantly affects both financial and operational success³³.

2.1.2.4 Employee Training and Development

Training can be described as the business activities of various skills and techniques for implementing certain, detailed, and routine work³⁴. It is an aspect of capacity building in any organization that is carried out to improve staff performance and to enable an organization meet its objectives. It is a planned and systematic activity which enhances the level of skills and knowledge that are necessary to perform work effectively³⁵. Training is mainly concerned with the upgrading of employees' skills and knowledge, which in the long run boost job performance³⁶. One of the ways of increasing an individual's productivity is

training. In order to perform their duties effectively and efficiently at work, employees learn technical skills, interpersonal skills, and sound knowledge during this process.

Lack of continuous training programs amounts to low productivity. Training helps employees to become more capable and sharpens their creativity and critical thinking skills so they can make better decisions faster and in a more productive way. Hence, it becomes a joint action between an expert and an employee leading to the efficient transfer of information, know-how, skills, and attitudes, consequently allowing an efficient output from the employee on the job. Training activities are focused on and evaluated against an individual's recent work³⁷.

The goal of every organization is to develop and grow continually³⁸. In a constantly changing environment, there is a need for organizations to realize that they must adopt new strategies that can enhance their competitive advantage in order to survive. Thus, it becomes imperative to focus on their employee's performance as a significant resource to improve competitiveness³⁹. Training is to improve the mastery of a variety of specific, detailed, routine and needed work skills and techniques now. Training plans are the management instruments to enable employees to improve their convenience and wellbeing at work⁴⁰. Meanwhile, training is not only prioritized to foster the ability to carry out work in the future, but also increases work motivation. It is an activity to improve current performance and future performance. It is also a systematic process to change the work behavior of a group of employees in an effort to improve organizational performance⁴¹. It can also be defined as a planning process for developing attitudes, knowledge or expertise through learning to improve performance effectively in its activities⁴².

Training is basically a learning process, it can be resolved that training helps to provide new employees with new skills they need to improve their work performance. It is one form of

education with the principles of learning. Training and development provides benefits to employees and companies, in the form of expertise and skills which will then become a valuable asset for the company⁴³. It plays an important role in developing performance and achieving high level output thereby leading to increased company strength in the competitive marketplace. The aim of training is to improve job performance, and planned training contributes to enhancing effective performance for employees.

Therefore, there are levels of skills, knowledge and abilities for employees which would lead to the attainment of effective organizational performance. Training is an attempt to provide benefits to help employees to enhance their abilities, knowledge and behavior in the workplace in order to achieve organizational goals. Effective training programs are significant in order to boost employee competencies, it also contributes to enhancing skills and necessary information for future jobs thereby achieving desirable organizational goals and objectives. Training and development helps to boost employee satisfaction and reduced absenteeism and turnover thereby increasing the feeling of comfort amongst employees leading to a sense of achievement for employees to develop their inherent abilities. Early planned training by trainers for trainees will help achieve desired benefits easily. Training plans are the management instruments to enable employees to improve their job satisfaction and wellbeing at work⁴⁴.

Development segment of training refers to employees' personal growth which becomes evident in newly learned abilities and skills that can translate into their jobs. Most organizations invest in Training and Development in order to make employees to remain competitive and viable within their roles. Not only will continuous T & D aid the employees to be competitive in the workplace, but also will allow companies to compete with other organizations in the industry. With many training opportunities available, people who search for opportunities are more likely to advance in their careers⁴⁵.

Training Needs Assessment

Training needs assessment (TNA) is a systematic process of collecting data to determine the effectiveness and efficiency of training programs as well as to make decisions about training⁵⁷. Training is evaluated on four levels. The first level is reactions, which evaluates trainees' affective and attitudinal reactions. The second is learning, which evaluates if trainees have learned the training material and acquired knowledge. Next is behavior, which evaluates if trainees have applied training on the job. The final level is results, which evaluates the training program to see if it has improved organizational outcomes⁴⁶. Training evaluations can be an effective means for enhancing the possibility of transfer. It has been found that receiving feedback on one's performance following a training program positively affects perceptions of training transfer⁴⁶.

The main advantage of the training needs (Needs Assessment) is that it can be determined in advance the target results of the training to be achieved for each training that will be developed and implemented. Traditionally, the two types of trainable skills within an organization are hard and soft. Assessing these skills at different phases of training, before, during, and after, may help organizations identify whether the training program meets the needs of the trainees⁴⁷. Overall, the assessment will reveal to the organization if the investment in training was worthwhile. In addition, when training effectiveness is assessed upon completion of training, such knowledge assists the organization in maintaining, improving, or creating a new curriculum for future training. Before a training program is implemented, the organization must understand how past and present experiences enhance the process of training for future organizational involvement.

There are two reasons to assess the relationship between training evaluation and transfer of training. The first is to identify weaknesses and decide whether to discontinue existing

training programs or adjust for future sessions⁴⁸. Therefore, TNAs are associated with training transfer because organizations that evaluate training programs will have information that promotes redesign and improvement. TNAs consequently make the training program more effective and the transfer process possible. Second, there is increased accountability in training transfer. Accountability is viewed as the degree to which the organization, culture, or management expects the learner to use learned acquired on the job and will hold the employee responsible for transfer⁴⁹. Overall, training accountability is a follow-up mechanism to set an organizational standard and gauges performance over time⁵⁰.

Regularly implementing TNAs allows administrators to determine the viability of training methods that prepare employees to accomplish goals, execute strategies and advance hierarchical learning⁴⁷. TNAs also provide evidence to management and human resource departments for training improvement and assistance in making more accurate decisions about continuing current training courses. Furthermore, the assessment of training programs can assist human resource departments and management with attracting potential job candidates through improved marketing as well as retaining qualified employees in a growing competitive market⁵¹.

Evaluations are the most important approach to ensure accountability for improving training transfer. Trainees who expect follow-up regarding their experience in training reported stronger intentions to transfer what was learned in training into their job roles. The idea that an organization requires a trainee to complete a post-training assessment promotes accountability for one's learning and conveys the message that training is important⁵². The importance of evaluation for transfer makes trainees, trainers, and others accountable for successful transfer after the training is conducted. Ultimately, TNAs aid in creating a culture that values learning and the application of knowledge to the job.

Thus, training is intended to foster the ability, skills, and development of thinking skills of employees, to increase the ability to issue ideas, so as to improve their performance effectively⁴⁹. Education is related to increasing general knowledge and understanding of our environment as a whole, while training is an effort to increase the knowledge and expertise of an employee to do a particular job⁴⁶. Therefore, in order to prepare workers to do their job as desired, organizations should provide training so as to optimize their employee's potentials.

Investments in training and other development procedures create an organizational climate for constant learning that facilitates the transfer of knowledge and ideas. The successful development of highly motivated employees is necessary for organizational development, which builds an organization's competitive edge regarding employable skills⁵³. Organizations can invest in employees via two avenues of support: Corporate training or financial support for education. Corporate training involves company-specific, internal training that aims to achieve specific skill-building and performance gain. This avenue directly addresses the current training needs of the organization. Organizations that allocate resources to initiate in-house training programs are more likely to reinforce company-specific human capital in a shorter period⁵⁴. Financial support for employee education is designed to directly improve task skills and competencies customized for a given professional role⁵⁵.

Either it is being developed by human resources within the organization or by consultation from outside of the organization, strategic training is more likely to influence employee interpretations about the organization's commitment to employee development⁵⁵. Strategic in-house training convened by the organisation has the capacity to influence employee behaviors, such as commitment, satisfaction, and productivity. Additionally, training influences employee attributes like attitude or behavioral responses. Organizations that continuously invest in T&D, especially when there are industry uncertainties, should be conscious of employee needs that may potentially have adverse effects associated with

employee behaviors and attitudes. Employee interpretations about organizations for investing in T&D are a critical component in employee commitment and satisfaction. This form of investment has an overall positive effect on the mentioned characteristics of employees. Inversely, organizations that do not invest in T&D report a negative implication for employees' behavior and attitudes due to the implication that employees are expendable commodities⁵⁵.

In a world of intense and dynamic competition, an organization's most important resource is its human capital. Human capital can explore their skills with the aid of training and development. Hence, training and development is vital to the productivity of organization's workforce. Nevertheless, there are other factors that affect organizations' success; organizations must possess productive (i.e. effective and efficient) employees. Additionally, firms that differentiate themselves based on their workforce's knowledge, abilities, and motivation increasingly view human capital as priceless in order to stay competitive in the market. Therefore, businesses need personnel that can quickly adapt to a dynamic corporate environment. In an environment where there is high uncertainty tends to present organizations with high risk, the knowledge of business and market intelligence present organizations with a reliable competitive advantage over those that do not have such⁵¹.

Knowledge is becoming the fundamental capital that spurs progress as a result. However, an organization's employees must be knowledgeable, skilled, and experienced if it is to succeed. Organizations must therefore value ongoing personnel training and development if they want to remain sustainable. Due to the fact that skills deteriorate and become outdated over time and must be replaced, training and development are crucial at all staff levels. Organizations provide development and improve the quality of both new and existing employees through

organized training. Training is seen as a systematic method of learning and growth that enhances the performance of an individual, a group, and an organization⁵¹.

2.1.2.5 Continuous Improvement Process

Continuous Improvement can be defined as a planned, organised, and systematic approach to improving organizational performance⁵⁶. Organisations are under enormous pressure to improve productivity and remain competitive in the global market and an increased responsibility awareness towards society and environmental issues^{57,58}. In response to these challenges, companies focus their activities on business sustainability that is defined as the capacity to generate added value in the short, medium, and long term for their different stakeholders, minimizing the negative impact on society and the environment⁵⁹. There are different approaches to achieve Business Sustainability one solution is Continuous Improvement which is considered as one of the core strategies to achieve manufacturing excellence⁶⁰. The crucial elements of Continuous Improvement implementation are improvement system (structure) and active employee participation through work teams⁶¹.

Therefore, Continuous Improvement is associated with comprehensive methodologies (lean production; six sigma; quality control circles; total quality management and employee idea systems) that utilise a dedicated work team to improve a process or system typically with minimal capital investment and over a relatively short period. The concept has been evolving along with the changes in the environment, it has been constantly ratifying its great importance for organizations, being a general term and a necessity for organizations. It enhances a better organizational performance, in order to remain competitive in the market and to adapt to the new context continuous improvement must be encouraged within the organization⁶². It is certainly a process in which a key factor is the knowledge and involvement of the entire organization⁶³. Despite this, continuous improvement is a subject that still needs further research and to be analyzed in a more complete way. In this sense,

there are studies, which identifies the cultural aspects that facilitate Continuous Improvement, while stating its importance for achieving the desired benefits⁶⁴.

A formalized program that specifies a series of stages to accomplish a general or specialized goal is being applied by the improvement system. Employee involvement at all organizational levels and the systems put in place are crucial to the successful implementation of continuous improvement. According to earlier studies conducted in sophisticated economies, the following are the essential elements for increasing employee participation: commitment from senior management and from employees; involvement based on work teams; availability of key performance indicators for monitoring participation activities; an organisational structure for supporting participation activities; methodology for managing personnel proposals; continuous communication in participation activities; middle manager commitment; unions commitment; specific training for developing participation system both individually and as a team; availability of resources; adoption of a recognition/reward system for participants⁶⁵.

Products development and delivery services are carried out by people including processes within environments. In a comprehensive quality environment, quality continuously is a pace in attaining the primary goal and it is crucial to perform system improvement continuously in order to sustain and improve goods and services⁶⁶. It was emphasized that continuous improvement ought to be part of the management through all systems and processes⁶⁷. In both manufacturing firms, continuous improvement is recognized as the most useful aspect to enhance competitiveness, efficiency, quality, and performance. Continuous improvement has a positive and significant impact on maintenance performance. It is a particular set of routines that assists an organization to improve performance⁶⁸.

In this millennium, organizations are on the lookout to constantly improve their level of performance. Thus, the Continuous Improvement of the performance in an organization plays a fundamental role. Continuous Improvement has been known over the years as an approach with the main purpose of enhancing the performance in an organization or their processes⁶⁹. Through a variety of approaches, it has been widely adopted and promoted; the most significant and well-known of these are Lean Manufacturing, Lean Six Sigma, and Six Sigma^{70,63,71}. It is found in the literature that the widespread adoption of the Continuous Improvement approach not only leads to a better performance level, but it also contributes to the innovation of the organization. It is believed that the changes in the business environment, which constantly pressure companies to keep improving their performance in order to remain competitive and be able to meet customer demands, are a major driving force behind this extensive interest, its well-known popularity, and its widespread implementation⁶².

Obviously, Continuous Improvement plays a critical and strategic role in the organizations. Even though the great interest in research on continuous improvement and the widely disseminated promised benefits, what has been appreciated lately is that there is still a lot of gaps to be filled, gaps that are leading to a high percentage of companies that fail in the implementation of continuous improvement, and thus a great amount of resources are being wasted^{63,72}. In the literature, it was observed that the reasons for failure are the lack of knowledge on Continuous Improvement, lack of an appropriate measurement and follow up system, and lack of alignment with the strategy of the companies⁷². Very important research, like the two described above, have concentrated on demonstrating or identifying the failure or success element on the application of continuous improvement, leaving out the clarity of its entire process which is indeed a major importance as having a formal and well-established process that is critical for successful implementation of improvements. Thus, it becomes highly relevant to analyze the process of continuous improvement, but not only from the

perspective of the execution of projects or outcomes of the process, as it has been mainly analyzed in past studies, but rather to consider the whole complete process in organizations, which has been poorly researched⁷³.

There is still no industry-wide vision for this process, the one that allows for a thorough understanding of the process rather than focusing solely on individual answers or activities. This makes it difficult to manage continuous improvement effectively, and has contributed to lowering implementation failure rates. As a result, the scientific question that arises is, given that there is a lack of clarity in the literature, how can the process of Continuous Improvement of the performance in organizations be modeled? A Knowledge Management approach based on the capitalization of experts' knowledge from which the identification of five principal processes of the continuous improvement is done⁷⁴.

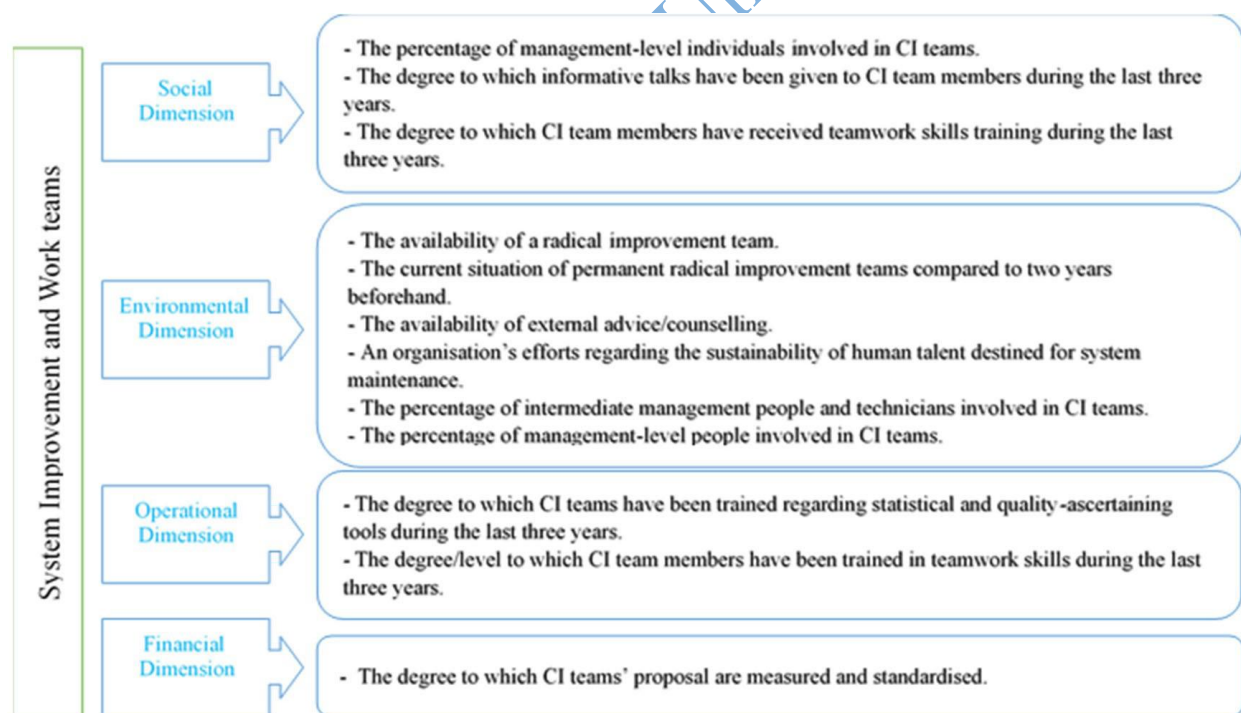


Figure 2.1: System Improvement and Work Teams
Source⁷⁶

2.1.2.6 Categories of Total Quality Management Implementation in Organizations:

Several methods are being utilised to implement total quality management in various organisations. The five main categories of implementing total quality Management strategies are as follow:

Zero Level: No control/No Customer Focus:

Organizations that fall within this category of zero level implies that they do not focus on customers satisfaction, but how to make profit. In some developing nations there is no charge for poor performance of organisations, where as in some countries, this will lead to customers' misery⁷⁵.

Level One: Quality Control:

At this level, organisations often own several laboratories and measurement departments in order to continuously enhance the quality of their products and services through testing them and developing their managerial systems. The statistical process control is the most often utilised approach to conduct such measurements at companies. Quality control methods were largely utilised in some food and beverage companies in order to implement TQM practices and strategies.

Level Two: Quality Assurance:

Companies that are governed by this method are of the opinion that a product is an output of several processes and quality of such products cannot be achieved without controlling the overall process separately. Quality assurance is largely conducted in several companies through implementing some programs that focused on quality (such as ISO 9000, ISO 9000-2000, etc), in addition to some managerial tools that are utilised to assure quality (such as affinity diagrams, Pareto charts, etc.) Research has shown that majority of the organizations in developing countries are using ISO 9000 firstly to achieve effective quality control

processes and after that to assure quality in its organisation, in which the implementation process of this program differ according to the kind of organisations businesses⁷⁵.

Level Three: Continuous Quality Improvement

The companies that are identified under this level believe that the improvement of quality of businesses is directly connected to the employee's efficiency, commitment and the existence of team work spirit within the staff members. Emphasis are usually being laid on quality management from time to time, in order to enhance the capabilities of functional team members by conducting some practices such as providing them with weekly or monthly assignments. For instance, several techniques are being utilized in food and beverage companies in Australia in order to achieve continuous improvements of quality such as quality circles, mentality of zero defects and just in time techniques⁷⁵.

Level Four: Quality Award Models:

The companies which come under this category are considered as firms dominant on the market and as a universal champion with their products and services. These companies aim to provide others with a benchmark for the effective quality performance, and organisations that are in this level are defining quality as the process of achieving the overall satisfaction of customers. However, companies that implement TQM through quality award models are not common in African countries⁷⁵.

2.1.2.7 Implementation of Total Quality Management Practices

Essential elements for the implementation of a total quality management include: use of quality information for improvement, rather than judging or controlling people, authority must imply responsibility, results must be adequately rewarded, the basis of team work must be cooperation and not competition, employees job security must be guaranteed, the working environment must be fair to all; compensation must be reasonable; and employees must be

granted ownership stakes. In order to execute complete quality management, a business must closely adhere to the prescribed stages by developing total quality criteria; this entails determination of criteria for measuring quality. It involves people-oriented form of management, by intimating all the employees of the quality plan and making every employee understands how this works in order to achieve organizational output. In addition, it is very crucial to establish a plan for resources generation, utilization and conservation. However, details of the process, design, control and improvement should be carefully worked out by.

The various steps which are useful in implementing Total quality management are given below:



Figure 2.2: Implementation of Total Quality Management Practices

Source²⁰⁰

2.1.3 Firm Performance

The concept of firm performance suggests the outcome accomplished by a person, team, organization, or process⁷⁷. It can be defined as the actual results or output of an organization as measured against that organization's intended outputs⁷⁵. An integrated approach to firms' performance generates delivery of ever-improving value to customers and stakeholders, assists organization sustainability, enhances the organization capabilities and effectiveness as a whole and leads to better performance⁶⁷. This refers to the performance of a company as compared to its goals and objectives. The success of an organization is based on their performance, that is, how well an organization achieves its objectives. Performance orientation refers to the accountability of members towards results and high levels of performance.

Performance means the effectiveness of an organization in the achievement of their desired goal. It is a factor that measures how well an organization attains its desired. Measurement of performance is considered as an essential element at all managerial approaches. Cost and quality are the two main measurements of organisational performance which is directly affect by total quality management practices⁶⁷. Moreover, organizational performance plays a vital role in the existence of any kind of organizations such as profit-making organizations and non-profit making organizations. Performance can be quantitative or qualitative. The quantitative performance involves profitability, customer satisfaction, and innovation performance. Whereas, the qualitative performance include job satisfaction and market performance.

On this note, the following indicators or variables are our area of focus:

2.1.3.1 Profitability

Profitability is a core measure of the performance of a firm and it constitutes an essential aspect of its financial reporting. It reveals the firm's ability and capacity to generate earnings at a rate of sales, level of assets and stock of capital in a specific period of time⁷⁸. As a result, the literature has produced significant disputes over how to increase corporate profitability, which has remained a hot topic in the fields of economics, finance, accounting, and management. Profitable businesses add value, employ people, have a tendency to be more innovative, are more socially conscious, and contribute to the economy as a whole by paying taxes. High company performance rates do certainly make a significant contribution to income production and the overall growth of an economy⁷⁹. Profitability is a commonly used indicator of firm performance. Consequently, it is in the best interest of every organization to maximize their return rate to satisfy shareholders, attract new capital and to ensure continued operations.

Studying the determinants of profitability has thus been the focus of numerous scientific disciplines and continues to grow in popularity. A study found evidence that investing in research and development projects contributes significantly to the profitability rate of a firm⁷⁹. The importance of macroeconomic factors such as exchange rate, interest rate, and the economic growth rate determines the augmentation of corporate profitability. Corporate performance is directly affected by exchange rates as well as interest rates. An increase in interest rate probably leads to increase in interest outgo, which in turn augments expenditure and so reduces profitability⁸⁰.

2.1.3.2 Customers Satisfaction

Customer satisfaction can be defined as the extent to which a product's perceived performance matches a buyer's expectations. Customer loyalty, contentment, repurchase interest, little desire to file a complaint, willingness to suggest the product, and the company's reputation are just a few of the indications that make up customer satisfaction. Customer satisfaction is determined by the quality and price of the products desired by the customer. The issue of **product quality** and **price** are considered as the foundation to build up consumer satisfaction. Product quality is a critical determinant of consumer satisfaction. Moreover, price can be used as a resource to increase both profit and customer satisfaction⁸². Another factor that affects customer satisfaction is customer value. Customer value is an evaluation of the benefits of a product or service that is perceived by customers as compared to what the customers had dedicated to get the product or service. Customer value is seen as a ratio of the benefits felt by the customer along with its sacrifice. **Customer value** delivery can satisfy customer demand, and make the customer satisfied⁸². Similarly, better customer value as compared to what the competitors will deliver make customers feel satisfied and in turn will drive him to be loyal. It is clear from the aforementioned expert viewpoints that customer satisfaction may be influenced by product quality, price, and customer value.

The implementation of this sacrifice is in line with the exchange process such as transaction costs and the risk of the products offered by the company. Henceforth, there will be a disappointment when the ratio value that is perceived by the economic sacrifices of the customers with the products offered by the company is not in accordance with the customer expectations. Otherwise, when the ratio value is appropriate or exceeding the customer expectations, customers will feel such satisfaction. Another idea about customer value is that it is the perception of the customer about the quality and the benefit of the product, towards

the sacrifice to pay the price. Customer value can be measured by functional value, emotional value and social value⁸³.

Product Quality

Product quality refers to the consumer's opinion of the overall quality or excellence of a good or service in comparison to alternatives for the purpose for which it was created⁸¹. It is the characteristic of a product that bears on its ability to satisfy stated or implied customer need. It is important to note that the quality of the product is not reviewed by the company standpoint, it is seen from the perspective of the customer. Associated with that, it raised two important factors that affect the quality of the product, namely the expected product quality and the perceived product quality.

The perceived product quality is in line with the expectation of the customer as he/she has seen the product quality as a good quality and also feels satisfied. Conversely, if the perceived product quality is not as expected, then the quality of the product as the customer perceived is qualified as a bad product quality. Therefore, whether a product is seen to be good or terrible depends on the company's capacity to live up to clients' expectations. The quality of the product consists of several indicators, namely performance, features, reliability, compliance, durability, service ability, aesthetics, and perceived quality⁸¹.

Price

Price is defined as something that can be measured which consists of several indicators, such as the affordable price, the fair price, discounted price, competitor price, and price suitability⁸¹. Price is the amount of money charged for a product or a service; the sum of the values that customers exchange for the benefits of having or using a product or service. How customers perceive a certain price, in which the high-low price of a product can be a significant effect on a customer intention to purchase the product. Customer will give an

attention to the price paid by other customers, no one is happy to pay more cash compared to other customers. The fairness of the price will influence the perception of the customers and it ultimately will influence their willingness to become a customer.

2.1.3.3 Innovation Performance

It can be defined as the ability to transform innovation resources and capabilities into outputs that result in innovative market success, innovation performance underscores the notion that achieving market success is reliant on the efforts of other innovators in one's environment⁸⁴. Over the years, the concept of innovation has been strongly linked to economic ideology, with countries embracing innovation as a source of international competitiveness and a solution to meet economic challenges. Products, processes, component technologies, design technologies, platforms, and business models can all be the subject of innovation. Innovation helps create industrial leadership because it increases productivity. Performance in innovation is a crucial result of invention. Both linear and holistic methods would be included in an ideal definition of innovation performance, and include all determinants of the development and diffusion of innovations which lead to superior innovative firm performance or market success⁸⁵. All accomplishments and outcomes resulting from innovation are represented by innovation performance, which is the outcome of numerous influencing factors. Current concepts of innovation performance focus on input-output linkages to define it as the consequence of an innovation process that includes the conceptualization and implementation of innovative activities.

The concept of innovation performance has increasingly drawn the attention of industrial marketing and management scholars^{86,87,88}. According to research, having the ability to alter and adapt to different situations through knowledge management gives you a competitive advantage⁸⁹. Innovative market success results from the successful conversion of innovation

resources and capabilities into innovation activities^{89,90}. According to research, one's capacity to interact with their surroundings and engage in knowledge-sharing behaviors has an impact on their potential to innovate⁹¹. Innovation performance has been shown to be influenced by innovation capability, which facilitates the creation and use of resources to convert knowledge into new results⁹². Results-wise, better innovation performance encourages improved customer value interactions and profitable business decisions⁹³.

Innovation is a critical driver in the enhanced performance and economic growth of firms and the wealth of countries⁹⁴. Innovation performance in particular has long been a subject of attention in modern business areas due to its link to economic growth^{91,93}. Innovation performance emphasizes the idea that obtaining market success depends on the efforts of other innovators in one's surroundings and is defined as the capacity to translate innovation resources and capabilities into outputs that lead to inventive market success^{86,90}. This, in turn, reflects the systems view of innovation, highlighting that it is an interactive process that requires a cooperative network⁹⁵. Literature asserts more and more that innovation must involve the application and sharing of knowledge for it to be useful^{96,97}.

Knowledge Acquisition

Knowledge does not exist in a vacuum, and similarly, innovation seldom exists in isolation⁹⁸. Knowledge and innovation are both part of a larger innovation context with developing, recursive interactions among the organizations' members^{99,100}. The acquisition of knowledge is defined as the process of exploiting and extracting ideas, thoughts, and creations by individuals to help transform a company into a dynamic organization¹⁰¹. Knowledge is available through various sources that may be internal or external. Employees subsequently transform these sources into new knowledge¹⁰². Knowledge based on the experience learned implicitly and internalized by individuals is known as tacit knowledge, and that which you

learn in a rational manner and exteriorized form is known as explicit knowledge. Organizations seek harmony between the realization of R & D internal and external learning. This is one of the basic aspects of the management of innovation. From a strategic perspective, the internal resources of a company play a double role when it comes to innovation because they are the determinant factor for possibility of use and external knowledge.

Knowledge-based Dynamic Capabilities

Moreover, with the accelerated change in the business environment, organizations increasingly realign their structures to keep pace, remain competitive and create capabilities that will enable them to seize opportunities linked to innovation performance¹⁰³. In order to stimulate creativity, collaborators must exchange and combine various combinations of knowledge, integrating knowledge across a wide range of capabilities inside the innovation environment. The dynamics of knowledge as a valuable, and irreplaceable resource, have increasingly gained prominence as a driver of innovation performance, in a rapidly changing world where markets, products, and technology are in constant flux.

The advanced paradigm of Knowledge-Based Dynamic Capabilities (KBDC) has evolved as an edifice to existing business and management literature in light of the knowledge economy, where knowledge may be profitably used to produce superior capabilities and dynamism⁹⁶. Building on the theoretical premise of the Resource-Based View (RBV) and dynamic capabilities, KBDC emphasize knowledge and knowledge-related practices as fundamental to positive innovation performance especially where interconnected and interdependent networks are at play^{104,105}. KBDC enable the exploration of abilities to generate, combine, and acquire knowledge resources to deal with environmental dynamics for innovative market success⁹⁴.

Knowledge Creation also referred to as knowledge generation or knowledge exploration, is widely acknowledged as a key construct of KBDC, with close ties to innovative performance outcomes^{106,107}. Knowledge creation is the ability to develop new and useful ideas and solutions, relating to organizational activities, new products or services, technological processes and managerial procedures. As a dynamic capability, knowledge creation competencies promote new thinking and capabilities, including innovation products. Knowledge creation reflects the ability to introduce new knowledge into the organization by either facilitating the flow of knowledge from outside the boundaries of the organization to build an internal knowledge repository, or employing existing knowledge in an innovative and improved manner internally^{108,109}. Processes to create or acquire new knowledge are a necessity for sustained competitive advantage, as entities cannot develop all the required knowledge within their own boundaries. But only when paired with other knowledge-related competencies does the performance worth of newly developed or acquired knowledge become completely apparent. Additionally, it has been demonstrated that knowledge generation is closely related to an organization's competitive advantage, and is regarded as an output indicator of innovation performance⁹⁶.

In order to absorb knowledge, an organization must first seek beyond its walls and restrictions for changes, and then it must align its internal dynamic capacities to meet changing market demands. Knowledge absorption, on the other hand, is seen as an outside-in strategic approach based on the adaptability¹¹⁰. Knowledge absorption is dependent on the ability of innovation to acquire, absorb and apply, often external knowledge from outside the boundaries of its own entities. These activities make it possible for the ecosystem to redeploy resources as new products, services, processes or systems. Knowledge absorption also facilitates the capability to collect and comprehend new knowledge gained through collaboration, which then enhances the working skills that accompany Using new knowledge

effectively is essential for collaborative creativity. The strategy suggests using a collaborative, agile innovation process to incorporate information and technology from both inside and outside the organization¹¹⁰. Knowledge impact and use implies collaborative effort and inclusion of entities both internal and external to an organization. For knowledge to have an impact, it has to go through a process of integration, synthesis, refinement, management, and importantly - market implementation. The economies that are successful at converting innovation inputs into innovation outputs have better innovation performance scores¹¹¹.

Results from various studies conclude that a company that is able to effectively develop the acquisition of knowledge and consider it a crucial task can achieve organizational benefits both in innovation and in operating results¹¹². Explicit knowledge is currently collected in enterprises through information technologies such as databases, web sites, e-reports, presentations, and social networks that are inside and outside the organization and that support substantial changes to methodologies and processes. Tacit knowledge based on the experience of employees, customers, and suppliers is an important element for companies given the intellectual value that it represents, which helps to generate innovative ideas. The acquisition of knowledge has become a decisive factor for the improvement of employee training and leads to the strengthening of best practices in innovation in a company¹¹³. Knowledge acquisition has substantial effects that boost innovation processes, provide competitive advantage, boost sales, and create new product creation¹¹⁴.

2.1.3.4 Job Satisfaction

This is the feeling of likeness employees have towards their jobs. Job satisfaction is an internal feeling of a worker about his job. It is also a psychological response of a work situation¹³⁴. Employees have a crucial role in carrying out the enterprise's mission and vision, particularly in the area of production. In order to guarantee both the quantity and quality of their work, employees need meet the performance standards specified by the company.

Employees require a work environment that allows them to work freely and is free from obstacles that can prevent them from achieving their full potential in order to achieve organizational standards. They also require a suitable supervisor who will give them this setting, but who will also inspire them to perform properly and make them feel content with their output. According to a scholar, job satisfaction is the positive emotion one experiences when working a job they appreciate¹¹⁶. Job satisfaction is also a constructive emotional domain derived from the personal opinions of the employees about their work. In essence, it assesses a person's satisfaction with and ability to complete his duty. Job satisfaction is a sentiment about one's career or about particular components of a job that affects an organization's productivity and job performance.

Job satisfaction is a positive feeling about a job, resulting from assessing and evaluating its characteristics. People with good attitudes about their jobs report higher levels of job satisfaction, while those with negative attitudes report lower levels of job satisfaction¹¹⁷. A person's attitude toward their employment can indicate whether they are satisfied or not; if they feel and think favorably about their job, they are likely satisfied. It is crucial to understand and recognize the human element in any organization. A successful organization usually sees an average worker as the root source of quality and productivity gains. Such businesses view personnel growth as the primary source of improvement rather than capital investment.

Job satisfaction is considered as one of the main factors that affect efficiency and effectiveness of business organizations. It has a great influence on employee performance. Satisfied employees are valuable to their organizations because they perform better and contribute to the overall goals and success of an organization. Whereas, unsatisfied employees are burdensome to their organizations. Organizations encounter numerous difficulties in today's atmosphere of heightened competition. In order to accomplish their

aims and objectives, many businesses struggle to be formidable rivals. Organizations must devote time and resources to motivate their workers in order to increase productivity and meet overall corporate goals. This is because employees are regarded as the key to organizational success. There are many factors that affect employee job satisfaction. It is derived from intrinsic factors that are related to work itself or extrinsic factors which are related to instrumental values¹¹⁸.

Each person has different criteria for measuring own job satisfaction. It is influenced by management style as well as remuneration, type of work, work groups, working conditions, schedule, perks, stress level, and flexibility. Worker productivity, motivation, performance, and life satisfaction are all influenced by job satisfaction, therefore this also affects their personal lives¹⁴¹. It should be noted that job satisfaction affects the employee's feeling of security in the enterprise. A satisfied employee feels better in the company, perform his work better, but above all feels safe when it comes to his future and work in the enterprise. That is why job satisfaction is such an important element of the work safety¹¹⁹.

Different motivation style and leadership style can work in different way on every employee, resulting in increased work performance and job satisfaction. Therefore, job satisfaction is an essential element motivating employees and encouraging them to achieve better results. There are four determinants influencing employee satisfaction: supervisor/leader, job design, workplace environment and performance pay. A supervisor/leader has not a so strong impact on motivation but is crucial for job-design satisfaction and affects the level of satisfaction with performance pay very much¹²⁰. So, it can be said that managers can influence employee satisfaction, commitment and performance through appropriate leadership style.

Employees who are very committed to their organization ensure a high level of the services' or products' quality, maintenance, productivity and generate higher profits. Employees have

more than job satisfaction, are happy that they can serve and are promoters of products and brands. There is evidence that employee involvement increases work performance and overall productivity, creates a better and more productive work environment, reduces employee absence and work leaving¹²¹.

Individuals who are pleased with their current works incline to be more motivated and willing to exert more efforts in performing their duties. Employee attitude, loyalty, support, and dedication to the company can all be influenced by job satisfaction. Workers are involved in determining the quality product and services and this also play an important role in determining the economy of the country. If workers are unhappy with their jobs, it will directly affect their output¹²¹. Workers' job satisfaction is vital as it is a foundation of inspiration that is needed for continuous effort in accomplishing the tasks required for an employee.

Pay and Benefits are common financial incentives. Benefits are generally defined as non-monetary compensation¹²². Benefits and pay are crucial components of the organization's motivational strategy. It aids in raising productivity and performance among employees. Basic salaries and allowances affect workers' job satisfaction. **Work Environment** can be explained as the setting, situation and environment in which people work. It is also referred to as the environment which comprises of people, tools, and other workplace physical components. Also, a workplace can be defined as a setting where people collaborate to carry out activities and realize shared objectives¹²³. Scholars discovered that employees' job satisfaction is related to work environment. Similarly, good work environment contributes to employees' job satisfaction regardless of types of organizations and demographics. Likewise, it was emphasized that supportive working condition improves workers' job satisfaction¹²⁴.

Top Management is referred to as a group of individuals at the top level who are managing an organization. Top management leadership is seen as a social communicating process between the leader and his followers. Typically, leaders use change, innovation, engagement, and motivational activities to impact the accomplishment of an organization's goals¹²⁵. Top management's leadership style is important in influencing employees' job satisfaction. If top management provides positive feedback, it will have positive impact on staff job satisfaction. Top management's capability to allocate work equally has direct effect on job satisfaction as well.

Workload is defined as the number of tasks given to an individual over a specified period of time¹⁵². Workload is generally referred to as the intensity of the job assignments. Researchers mentioned that heavy workload will cause job dissatisfaction among workers. The work itself may also contribute towards job satisfaction. Most people are aware that an organization's overall success and productivity depend on its employees' effective and efficient performance, and that greater performance depends on the employees' job happiness¹²⁶. For that purpose, researchers have identified various aspects of job satisfaction, its relative importance, and its relationship with performance and productivity. Job satisfaction is the positive and negative feelings of an employee towards his job or it is the amount of happiness connected with the job.

Therefore, job satisfaction is one of the most widely spread researched topics in the field of organizational psychology. Job satisfaction is the positive and enjoyable feeling that results from the evaluation of one's job or job experience. When an employee is satisfied, he will perform at his best level to achieve the organizational objectives. Employees who are highly satisfied are usually regular and punctual, more productive, more committed, and more satisfied in their lives. For that purpose, to boost the level of job satisfaction in order to improve performance, employees should be given the opportunities of advancement, i.e., pay

scales, participation of employee in policy making, and taking efforts to increase organizational commitment. Similar to how safety and good working relationships with coworkers and supervisors are the main sources of satisfaction, the nature of the job, the manner in which it is supervised, job security, recognition, and advancement play a significant role in how committed employees are to the organization.

Additionally, participation in pension, profit-sharing, and job security are all positively connected with job happiness, despite the fact that many studies have identified professional development opportunities as the primary factor influencing job satisfaction¹⁵⁴. One of the most complicated topics is job satisfaction which includes a wide range of emotions and circumstances. The significance of job happiness and its connection to employees' performance grows as the environment becomes more competitive and complex every day.

Many researchers have discussed the Herzberg's two-factor model or motivation-hygiene theory which illustrates two factors that affect job satisfaction, intrinsic job satisfaction factors or the motivator satisfaction factors and extrinsic job satisfaction factors or preventing dissatisfaction factors. Intrinsic factors are derived from achievement, recognition, responsibility, advancement, growth, and the work itself. While their absence wasn't always disappointing, having them around may be inspiring. While management, working environment, coworkers, compensation, rules and regulations, job security, status, and personal life are external elements or hygiene factors. They are not necessarily satisfying, but their absence could cause dissatisfaction¹²⁷.

There are three levels of influencing factors that affect job satisfaction: first, the intrinsic motivating factors which relate to job content, especially the five dimensions of jobs or the job characteristics model: skill variety, task identity, task significance, autonomy and feedback. Second, the quality of supervision: supervision is the most important determinant

of workers' attitudes. Third, success or failure: Obviously, success leads to satisfaction, whereas failure invariably leads to discontent. People feel better and are more satisfied when they work hard and to the best of their skills to demonstrate to others and to themselves that they are capable and have potentials. When someone is not totally permitted or being consistently hindered to perform his/her official duties as required, it will lead to unsatisfactory feelings.

Four key elements influence job satisfaction: the first are individual characteristics, the second are social factors, and the third are cultural ones. The organizational and environmental elements are the final but not the least of the factors. **Flexible work arrangement (FWA)** is another variable that can affect job satisfaction. FWA can be defined as the extent of flexibility about the work timing, work location and how much one works¹²⁸. The importance of job satisfaction and performance of the employees is not limited to a particular organization, whilst it is important for any types of organizations in the economy. Employees must be diligent in performing their duties in order to achieve organizational goals and objectives especially within the ever changing and evolving environment. In as much as they are the ones who interact with the customers in a day- to-day activities and carry out the whole operations, their performance will surely affect customer satisfaction.

In an environment of tension and division of labor, the performance of employees is an important challenge, because it is closely related to aspects of effectiveness, quality, knowledge management, financing and development of the organization¹²⁹. It is interesting to note that any improvement that happens in the individual level would contribute to a transformation in the organizations and community's levels as well. For example, spreading positive emotions among different elements of the chain or individuals, can transform organizations into more cohesive, more moral and more harmonious social organizations¹³⁰. The major predictors (determinants) of job performance as: perceptions of organizational

justice and interpersonal relationships, stress, and work attitudes, particularly job satisfaction¹⁶³. Direct determinants of performance are role-specific knowledge, skill, choice behavior regarding the direction, intensity, and duration of efforts¹³¹.

2.1.4 Employee Involvement

Employee's involvement has been defined in different ways by various authors. It is the process by which employees are empowered to partake in managerial decision making and improvement activities suitable to their ranks in the organization¹³². Employee involvement is a procedure connecting participation, communication, decision making which leads to industrial democracy and employees' motivation. Involvement of employees in an organization's operation motivates and enables them to effectively and successfully add value to the organization. Involvement can be referred to as the participation of employees in decision making and problem solving, and increase autonomy in work processes. It connotes the idea of allowing employees to participate in decisions that affect them, increasing their autonomy and control of their work, delegating more authority and responsibility to them, in order to make them more committed, motivated and satisfied with their jobs in an organization¹³³.

Employee involvement refers to participatory management. It is the organization and leadership attitude about how people are most enabled to donate¹³³. It can also be described as a management viewpoint on how to enable the employees to contribute to organizations' continuous improvement and success¹³⁴. It helps managers to obtain the commitment of workers, and indirectly ensures the survival or success of any planned change. From the noted definitions, employee involvement thus can be seen as organizational process and practice initiated by management to authorize employees to contribute to managerial decision making and improvement activities for organizational improvements and development.

The key components of these definitions are that it is initiated by management. Employees are allowed to participate in managerial decision making and problem solving. It involves increased work harmony and unity by employees. It entails greater delegation of authority and responsibility to employees. It is aimed at organizational improvements and development¹³⁴. Employee involvement is advocated due to rising need in finding ways to make jobs more meaningful and satisfying to the employees, obtain their full commitment and loyalty to contribute their full skills, knowledge, abilities and expertise to help organizations develop competitive edge over their rivals in the face of present harsh economic conditions and to help them contend with today's intense competition. Today's innovative business does not keep away vital decisions affecting their employee from them. Thus employees at all levels are involved in decision making¹³⁴.

If employees want to appreciate the value of innovation and be dedicated to changing their behavior at work in new and better ways, they must be involved. The managerial strategy of "command and control" is no longer suitable for today's enterprises. When employees are allowed to be part of the formulation and implementation of decisions that directly affect them, even if through delegation of authority, they see such decisions as their own having been involved from the beginning, and also work to ensure the success of such decisions and its objective. Employee involvement thrives in organizations with intentionally established work cultures, systems and processes that encourage and make use of employee input and feedback¹³⁵.

Nevertheless, the national cultural framework in which the business functions determines how much a worker participates in organizational activities. In countries with high power distance culture, decision-making is considered as a right of top management and participation by subordinates are seen as a violation to management right. In contrast, in low power distance culture, everyone is perceived to have the potential to contribute to the

decision-making process; in fact, everyone is assumed to 'have equal rights'. As such, employees consider it their right to take part in decisions affecting and concerning them. In individualism cultures, each member is responsible for his actions. One's participation in decision making is not the business of everyone else. Whereas in collectivistic cultures the entire group may be held accountable for the decision of its individual members¹³⁵.

For this reason, the making and approval of decisions are the responsibility of the entire group¹³⁶. Employee involvement and teamwork can foster employee motivation and success through the opportunities to learn and to practice new skills. The increasing of workforce's knowledge, skills and motivation will lead to the company's success¹³⁷. A study indicated that using Employee involvement effectively has a positive impact on perceived organizational performance¹³⁸. One of the major components TQM is people management, complete employee involvement, significantly affects both financial and operational success.

2.1.4.1 Indicators of Employee Involvement

Indicators of employee involvement are **employee participation and empowerment**, and the use of **self-managed teams**¹³⁹. The role of Human Resource manager is to facilitate employee participation through the planning, implementation, execution and assessment of HR policies and participation practices. There is empirical proof that a high level of employee involvement does not provide desired outcomes in the absence of strategic and methodical HRM policies¹⁴⁰. Practices for increasing employee involvement and participation include: direct downward communication (newsletters, emails, intranet, and notice boards); direct two-way communication (team briefings, workplace meetings, staff newsletters, and information cascaded through the management team); direct upward feedback (problem-solving groups, and suggestion schemes); and direct financial participation (profit-related bonus schemes, deferred profit-sharing schemes, and employee share ownership). Indirect

participation employee committees, employee representative structures, e.g. Trade Unions, Works Councils, and Joint Consultative Committees¹⁴¹.

2.1.4.2 Employee Participation and Empowerment

Most studies look at factors including the level of involvement (the hierarchical level where participation occurs), the type of participation (direct, indirect, pecuniary), the breadth of participation, and the degree of participation (the extent to which employees affect the final decision) (the range of issues are discussed). We can divide research on employee participation into ten thematic categories that include forms and practices of employee participation, organizational performance business performance, productivity, business success and competitive advantage, linking employee participation to job satisfaction and organizational commitment, employee and management perceptions and attitudes towards employee participation, the relationship of employee participation to change management, working environment, the staffing strategy the financial crisis and the outcomes and effectiveness of employee participation¹⁴².

Employee empowerment is a management approach that involves giving employees access to knowledge, rewards, and power so they can take the initiative and make decisions to solve issues, enhance performance, and boost productivity. Employee empowerment refers to the extent to which employees are having the inducement to carry responsibility and make decisions without referring to the management¹⁴³. Nowadays, organizations are earnestly looking for ways to gain competitive advantage in the game of business as the business arena is full of many uncertainties that organizations and entrepreneurs have to contend with. In our rapidly evolving business climate, conducting business is becoming more difficult, and as a result, firms are under a lot of strain and are up against many obstacles. Organizations are

also facing increasing turbulence and uncertainties which do not allow room for reliable predictions of the future.

Additionally, quick technology advancements, international and domestic competitiveness, capital travel, and high societal expectations have all increased the difficulties that managers and their organizations face. Therefore, forward-thinking businesses are always looking for solid tactics to guide them through these murky waters and provide them a substantial competitive advantage over their competitors. To guarantee organizational longevity and accomplish other goals and objectives, managers must successfully contain and deal with these obstacles¹⁴³. To do these, employees with competent, technical, professional and or conceptual skills are been effectively involved to drive organizations' vision, goals and objectives. Effective organizations therefore place high importance on Employee involvement in accomplishing their goals.

Competent and informed workers are acknowledged as being essential to the survival and success of any company organization now more than ever since they are the lifeblood of organizations and the engine for growth and productivity. Organizations are adopting policies that seek to allow their employees to be involved in certain processes in order to drive their performance, and to build up competitive gain in market arena.

2.1.4.3 Need for Employee Involvement

In today's business, the need for the involvement of employees in organizational processes and decision making can never be over emphasized as the developments and innovations that are driving organizational survival, growth and improved productivity are as a result of the employees who work in those organizations. Due to the increased rate of changes and pressures with increasing turbulence and uncertainty, there is need for a fast and reliable strategy which will help organizations to cope with challenges at hand, and also position

them to achieve pre-determined and emergent goals and objectives. Corporate leaders and managers now are increasingly understanding the relevance of employee involvement in decision-making and problem solving to develop cross-functional relationships and exploiting the total potentials of employees¹²⁰.

In reality, as they are an organization's lifeblood, skilled and highly qualified workers are essential to its long-term success, as well as the primary and vital agent of business performance and vital indicator of competition. As a result, employees continue to be the single engine that propels a company from where it is today to where it wants to be in the future^{142,144}. Members of staff in organizations are the key players who enable them to adapt to the demands of a rapidly changing environment. Because of this, managers have a high demand for workers that are motivated to do what has to be done and are aware of what needs to be done and those that have the relevant skills and expertise of specific task and the commitment to ensure successful task delivery¹⁴⁵.

Therefore, employees are the keys to organizations' success. Employees in any business that views them as automatons or as merely cogs in a machine will never reach their full potential and will instead constantly battle for survival in the face of threats and difficulties. Organizations that don't involve their workers in decisions about their work processes at their levels are inadvertently laying the groundwork for the company's demise. Employee involvement leads to organizational survival and effectiveness. The quality of an organization is to a large degree, merely the sum of the quality of the people it hires and keeps. Employing and retaining skilled individuals, however, is not enough for firms to take advantage of their abilities and exploit their competencies in order to get a competitive edge over their competitors¹⁴⁴.

2.1.4.4 Benefits of Employee Involvement

Employee Involvement in firms has a variety of advantages. When managers involve employee in a planned change, employees always employ ingenuity and dedication in other to see that the responsibility entrusted to them succeed. They can impose their own punishment on people who aren't cooperating because they regard it as a personal challenge to achieve. Involved employees are emotionally attached to their organizations and have great enthusiasm for the success of their organizations, and always go extra mile in exerting effort for their organization wellbeing. Employees who take part in any decision in an organization exert much effort to see that the implementations of such decisions succeed. Whereas there is great tendency for employees to slow down effort or work pace if they are not involved at all in decisions affecting their job tasks and other activities affecting them at their levels¹⁴⁵.

Employee involvement enables the employer to develop, use the skills and knowledge of the employees in different organizational areas and processes to improve organizational performance. It gives employees the opportunity to develop the suitable knowledge and requisite skills needed for organizational tasks. Employee involvements develop organizational decision-making ability and the use of the skills and knowledge learnt during the period of joint consultation with management to enhance organizational innovativeness and task development and enhance employees improve self-worth and empowerment, and improve performance. Employee involvement minimizes resources required to monitor employee compliance, hence helps in costs reduction. Employee involvement in decision-making promotes the involvement of all stakeholders in different levels of an organization in scrutiny of problems, development of action plan and execution of the solutions devised or taught out ¹⁴⁵.

Additionally, employee involvement provides employees the opportunity to use their private information, which can result to enhanced decisions for the organization, lead to enhancement of employees greater interest in aligning with organizational objectives,

improved decisions quality and willingness to accept authority, and reduction to resistance to change, and receptiveness to change, improves organizational productivity, leads to creativity and innovativeness. Employee involvement also contributes to roles such as commitment to shared goals and objectives, open and honest communication, improved climate of cooperation, trust and a shared commitment to an organizations objective, and a sense of control on the part of the employees, collaboration and accountability, and increases shared leadership¹³². Moreover, employee involvement strengthens an employee psychological bond and attachment to his or her organization and makes him/her develop a sense of family which encourages commitment, loyalty and acceptance of superior's authority by employees¹⁴⁴.

2.2 Theoretical Framework

Two theories have been used to complement each other in this study. They are:

- (i) The Theory of Process Improvement and Six Sigma
- (ii) Juran's Theory of Total Quality Management

However, this study is anchored on Juran's Theory of Total Quality Management.

2.2.1 The Theory of Process Improvement and Six Sigma

The Theory of Process Improvement and Six Sigma was propounded by Philip Crosby, who was a noted quality professional, author, and consultant. He is widely known for promoting the concept of “zero defects” and for attempting to define quality from the viewpoint of conformance to requirements. Crosby devised the principle of “doing it right the first time” (DIRFT). He saw quality as conformance to product and customer's requirements and prevention as the system of quality. The theory explains zero defects as the performance standard, and quality measurement as the price of non-conformance.

The theory elucidates that the establishment of good quality management principles in organizations will have more savings returns than what the organization pays for the cost of the quality system. Crosby stated that since “quality is free” it is less expensive to do it right the first time rather than paying for repairs and reworks. The theory states that there is no existence of waste in a project. Waste refers to anything that is unproductive i.e. processes, tools, and employees etc. Anything that is not adding any value to a project should be eliminated, thereby leading to the elimination of waste. Eliminating waste leads to process improvement and consequently lowers costs. The idea behind the zero defects theory is to complete tasks accurately the first time to save money and time later on in the project management process.

The theory provided 14 steps for process improvement and stated that management's commitment to quality should be evident to everyone inside and outside the firm. Organizations should create quality improvement teams with senior representatives from all departments. There should be a continuous measurement of processes to determine current and potential issues related to quality. It emphasized the need to estimate the cost of low quality. The organization needs to become more quality-conscious. To address quality difficulties, corrective measures must be performed. To track the development of quality improvement, a Zero Defect committee needs to be established. Furthermore, quality improvement training should be made available to all employees. The theory suggested that Zero defects days should be organized in the organization and that all employees should be encouraged to set their own quality improvement goals.

Obstacles to quality should be discussed with employees in an open communication. Recognizing participant efforts is important. Councils for quality should be established. He believed that quality improvement is an ongoing, continuous activity. Philip Crosby's ideas on quality came from his vast experience of working with an assembly line. His main focus

was on zero defects which ultimately led to the adoption of this concept by the modern Six Sigma Quality movement.

2.2.2 Juran's Theory of Total Quality Management

The proponent of total quality management theory was Dr. Joseph M. Juran in 1986, as a means to manage for quality. The traditional approach to quality at that time was based on quality control, but today, the Trilogy has become the basis for most quality management best practices around the world. The theory is a universal way of thinking about quality—it fits all functions, levels, and products and service lines, it is also customer and employee friendly. Based on this assertion, the researcher adopts this theory for the purpose of this study. The underlying concept is that managing for quality consists of three universal processes: Quality Planning (Quality by Design), Quality Control (Process Control & Regulatory), Quality Improvement (Lean Six Sigma). The initial activity is quality planning, or as we refer to it today, ‘quality by design’ – the creation of something new.

This could be a new product, service, process, etc. As operations continue, it quickly becomes clear that product deliveries do not always come without defects. Why? because "re-work" and "re-doing" are necessary due to concealed failures or periodic failures (variation). A study revealed that more than 20 percent of the work by an organization must be re-done due to failures. This waste is considered chronic—it goes on and on until the organization decided to find its root causes and remove it. This is called the Cost of Poor Quality. The design and development process could not account for all unforeseen obstacles in the design process. Under conservative responsibility patterns, the operating forces are unable to get rid of the defects or waste. What they can do is to carry out control—to prevent things from getting worse, as shown.

The study also showed a sudden sporadic spike that has raised the failure level to more than 40 percent. This spike resulted from some unplanned event such as a power failure, process breakdown, or human error. The operative personnel congregate on the scene as part of the control phase and take action to reinstate the status quo. This is also known as troubleshooting, firefighting, corrective action, and other terms. The ultimate outcome is a return of the error level to the desired chronic level, which is roughly 20%. The chronic waste eventually decreased to a level that was much lower than it had been. The third process in Juran's Trilogy, improvement, is responsible for this gain. In essence, it was decided that the chronic waste presented a chance for improvement and that change was made.

By creating products (items, services, or information) and the procedures—including controls—needed to create the end results, the design process makes it possible for innovation to take place. Many people today refer to this as Quality By Design or Design for Six Sigma (DFSS). The Juran Quality by Design approach is a structured procedure for developing novel design features that cater to the needs of customers and the features of the production processes to be used to produce those new designs. The phrase "Quality by Design" describes how firms build their products and services. Juran believed that improvement happens every day, in every organization—even among the poor performers. That is how businesses survive—in the short term. Every organization engages in the activity of improvement by carrying out daily actions to create little changes. Breakthrough improvement differs from daily improvement. To achieve major changes and results, breakthrough requires specialized techniques and leadership support.

It also differs from planning and control in that it calls for taking a "step back" to identify any potential obstacles to the current level of performance fulfilling the demands of its clients. Leaders can develop a method to accelerate progress by concentrating on achieving

breakthrough improvement. The Pareto Principle states that an organization can outperform its rivals and satisfy the needs of its stakeholders by making a small number of significant breakthroughs consistently. As used here, “breakthrough” means “the organized creation of beneficial change and the attainment of unprecedented levels of performance.” Synonyms are “quality improvement” or “Six Sigma improvement.” Achieving a Six Sigma level or a 10-fold improvement above present levels of process performance may be necessary for unprecedented change. Significant cost savings, improved customer satisfaction, and greater outcomes that will satisfy stakeholders are all produced by breakthroughs.

In the Juran Trilogy, compliance or quality control is the third universal process. The phrase "control of quality" first used around the beginning of the 20th century. The idea was to shift the focus from the then-dominant after-the-fact inspection (detection control) to what we now refer to as "prevention" (proactive control). For a few decades, the word “control” had a broad meaning, which included the concept of quality planning. Then came events that narrowed the meaning of “quality control.” The “statistical quality control” movement gave the impression that quality control consisted of using statistical methods. The “reliability” movement claimed that quality control applied only to quality at the time of test but not during service life.

Today, the term “quality control” often means quality control and compliance. The goal is to comply with international standards or regulatory authorities such as ISO 9000. The Juran Trilogy has evolved over time in some industries. This evolution has not altered the intent of the trilogy. It only changes the names. For instance, traditional goods producers call it QC, QI and QP while another may say QA/QC, CI and DFSS. The Trilogy continues to be the means to present total quality management to all employees looking to find a way to keep it simple.

Similarities and Differences between the Two Theories

To identify similarities and differences between the approaches of the mentioned scholars, it is necessary to start with the brief overview of their quality comprehension. Meeting and/or surpassing the expectations of the client and/or higher management in terms of money (budget), time (schedule), and performance (scope) of the project is the traditional definition of quality. Acting as a quality pioneer, Crosby supports and develops the above definition by focusing on the wastes and costs reduction. The theory explained the idea that zero defects is not a phenomenon that originated on the assembly line. He defined quality as conformity to a set of specifications defined by the management rather than a vague concept of “goodness.” However, these specifications are set according to the needs and wants of the customer rather than being arbitrarily defined¹⁸².

Crosby theory claims that quality directly depends on continuous improvement and vision of working processes that has to be completely flawless, where as, Juran identifies quality as a comprehensive organizational-level approach that begins with total quality management (TQM) and embraces all the levels of an organization up to the bottom. At this point, he emphasizes that every level of an organization should have its own quality priorities. Thus, while Crosby proposes quality the integrative work, Juran states that structuring of quality priorities is effective¹⁸³.

When comparing the fundamental differences between Crosby and Juran's quality philosophies, it is feasible to see that the first one offers no implementation techniques, while the latter seems to be quite prescriptive, pointing out some starting issues. The way that resistance can be handled also differs. If Crosby upholds the unyielding and radical definition of quality words, then Juran views resistance as either a regular occurrence or a roadblock to achievement. Workers have a vital part in Juran's theory since they are close to the processes for achieving excellence. But in Crosby's view, variance is independent of workers.

Despite the obvious distinctions that were previously noted, there are also a number of parallels. For example, both Crosby and Juran believed that management is responsible for quality achievement and maintenance throughout the life cycle of a certain project and in the overall performance of an organization. The significance of customer requirements and staff training are evaluated by both scholars as very high. The results of quality lead to the reduction of costs, increased customer satisfaction, and some shift in corporate culture. The theories of Crosby and Juran indicate the aforementioned effects. While this is going on, quality is seen of as a continuous process that is required to fulfill the constantly changing demands of the globe and maintain the interest of clients.

Application

A range of practical contributions is made both by Crosby and Juran. In particular, Crosby offers the 14 points for continuous improvement that present some guidelines to quality accomplishment. For example, following one of the points that proposes the adoption of a new philosophy, which is being embraced by some organizations. Also, Crosby argues that it is of great importance to institute practical leadership, overcome barriers, and implement some other issues that are described in 14 points model. In general, the mentioned model proposes the development and implementation of a strategic plan that will embrace all the vital goals, objectives, and complications, occurring at a real time¹⁸⁴.

Juran's contribution is also used in practice. Pareto's law that is also known as 80/20 rule was along with other statistical used by Juran in his practice. Juran suggests quality trilogy, including planning, control, and improvement. The consistent implementation of these elements into the work of an organization can significantly improve its quality and promote success.

Preferred Quality Philosophy

Based on the results of the current investigation, the researcher decided that Juran's concept of quality was preferable because it appears to be more consistent, customer- and employee-friendly. In contrast to Crosby, Juran suggests proper accountability for every level of management in addition to focusing on an organization as a whole. Juran's concept is enhanced by the fact that he was the first to advocate quality management above quality control. His contribution to quality management is so great that he is recognized as one of the most respected experts in this field around the world. Juran's theory covers plenty of aspects as it involves a wide range of issues of planning and organization as well as administrative responsibility for the quality and value of continuous improvement. In addition, it should be stressed that he was convinced that quality is not the result of chance yet those of appropriate planning.

Juran's philosophy undeniably has the ability to impact one's personal life, in particular, an individual professional background can be significantly enhanced after understanding his ideas. In my opinion, it is especially important to follow quality trilogy. I always try to understand and evaluate the problem, identify the requirements, develop necessary characteristics, clarify existing specifics, and then initiate some actions to address the challenges. This strategy helps me to be consistent, rational, and productive in achieving my goals. As for organizations that plan to adopt Juran's philosophy, it is very crucial for them to thoroughly examine all the aspects of the theory. It is necessary to apply a comprehensive approach and take into account a set of points of this theory as the selective implementation may be ineffective.

In the end, it's important to consider the working environment, present possibilities and needs, employee involvement, and other factors to confirm whether Juran's concept applies to a specific organization. He contends that continual improvement and the perception of working

processes as an integrated whole are directly related to quality. Juran defines quality as an all-encompassing organizational-level strategy that starts with total quality management (TQM) and encompasses all organizational levels, from the top to the bottom. At this point, he emphasizes that every level of an organization should have its own quality priorities. Thus, while Crosby proposes quality the integrative work, Juran states that structuring of quality priorities is effective.

Speaking of the key differences between quality philosophies of Crosby and Juran, it is possible to note that the first one suggests no implementation processes, while the latter seems to be quite prescriptive, pointing out some starting issues. The way that resistance can be handled also differs. If Crosby upholds the unyielding and radical definition of quality words, then Juran views resistance as either a regular occurrence or a roadblock to achievement. Workers have a vital part in Juran's theory since they are close to the processes for achieving excellence.

In spite of obvious differences that were mentioned above, several similarities also exist. For example, both Crosby and Juran believed that management is responsible for quality achievement and maintenance throughout the life cycle of a certain project and in the overall performance of an organization. The significance of customer requirements and staff training are evaluated by both scholars as very high. The results of quality lead to the reduction of costs, increased customer satisfaction, and some shift in corporate culture. The theories of Crosby and Juran indicate the aforementioned effects. While this is going on, quality is seen of as a continuous process that is required to satisfy the organizations' changing needs and maintain customers' interest.

2.3 Review of Empirical Studies

Numerous studies have examined the positive and negative (or non-significant) relationships between quality management practices and various performance measures indicators. Scholars have used a variety of performance types, including financial, innovative, operational, and quality performance, to analyze the relationship between quality principles and practices and performance. Quality (internal process and product) and operational performance are significantly and strongly impacted by quality management practices¹⁴⁶. In some studies a multidimensional operationalization of performance is considered while others considered single performance construct. Also, another study considered quality performance as an indicator for measuring company's performance, based on these it can be measured and reflected into number of ways as articulated in past empirical studies on TQM¹⁴⁷. It has been used by Malcolm Baldrige National Quality Award (MBNQA) model under the 'quality results', the only criterion used for organizational performance measurement. MBNQA model that represent TQM practices is accepted by several researchers across the world and the results were obtained¹⁴⁸.

These studies investigated the relationships between TQM practices and quality performance in different sectors and countries. As earlier mentioned, in order to do a preliminary validation of the quality performance indicators selected, the researchers conducted a series of semi-structured interviews with national and international Quality Leaders, such as: academics, specialists in this area, managers and consultants. The eight selected quality performance indicators were: Product/service quality level; customer relationship; reliability, productivity, durability, conformance to specification; number of non-conforming products and number of complaints. In general, research studies have argued a direct relationship between quality management principles and practices and performance. Majority of the studies that try to relate the impact of quality management principles and practices (QMPPs) over organizational performance have been carried out, conclude that there is a positive

relationship between the implementation of QMPPs and organizational performance improvement¹⁴⁸.

However, other recent research on this link finds contradictory outcomes. That is, quality procedures may not consistently result in a positive or favorable organizational outcome¹⁴⁹.

Note, however, that, there is also evidence of complex cross relations among QMPs in extant literature. Some researchers discovered that the use of QMPs did not increase performance. According to a study, some QMPPs help produce outcomes of the highest quality, while others have little effect on how well an organization performs. Some researchers investigated the relationship between QMPPs and organizational performance in Australia and New Zealand and obtained mixed results, showed that a typical manufacturing organization is more likely to achieve better performance with QMPPs than without QMPPs implementation¹⁹². The mixed findings and the need to gain further insights into generalized QMPP performance link provide motivation for several research articles. Given the inconsistent findings attempting to link quality management to firm performance in the past, the authors believe that deconstructing quality management into the separate constructs of quality practices and quality context, and examining the causal sequence connecting these constructs, will prove beneficial¹⁵⁰.

Performance is a necessary factor, as it is related to determining productivity and is referred to as behavior applied in the work place. An organization uses a variety of metrics to achieve performance efficiency, including quality, efficiency, ability, production, profitability, and effectiveness. Most organizational managers place more emphasis on reaching a high degree of performance. Furthermore, in order to ensure that employees do quality work, effective management must concentrate on the job-performance process. The main focus of training is to raise performance standards and improve employee satisfaction at work. It was noted that positive relationships between performance and quality & quantity is the efficiency

of goods and service, and to produce products effectively. Besides this, performance is the standard which depends on somebody completing a task.

In a research, it was noted that when employees are not motivated to work and not supported to further their careers, it is perceived as a challenge and this has an effect on their performance. Training programs are basically categorized into two that is, on-the-job and off-the-job trainings. Employees who undergo on-the-job training are said to be better performers as compared to their counter parts who undergo off-the-job training¹⁵¹. However, a complementary relationship was found between receiving on the job training and receiving off-the-job training. Previous studies provide evidence that there is a strong positive relationship between training and job performance¹⁵¹. For instance, training is one of the crucial human resource management strategies that have a favorable impact on the caliber of employees' knowledge and abilities, leading to improved job performance. This is explained by the substantial amount of job experience, which improves both abilities and knowledge.

There are numerous studies which used training to enhance employees' performance. Training design and employees who received training are one of the major factors for success in organizational performance¹⁵². Training is the most important part in influencing job performance directly as it has a significant effect on overall performance as well as enhancing efficiency among employees toward achieving specific goals. This study noted that employees without training cannot achieve specific tasks as well as with training as it can improve the skills of employees to help them achieve desired goals. Additionally, well-thought-out training plans can significantly contribute to addressing organizational demands, including monitoring training outcomes in order to satisfy organizational objectives. Some organizations seeks to meet their training needs in haphazard ways thereby making it difficult to identify their actual training needs. Training has a strong effect on organizational

performance at different levels, as it can help decision makers, human resource managers, academic institutions as well as the government. The training of employees can bring positive results for the organization through improved performance to achieve its goals successfully found that there is a linear relation between job training and job performance in enhancing organizational performance.

Moreover, it was argued that there is a positive relationship between job training in employee activities and their good performance. Good training leads to superior performance in the same field. In addition, employee training plays an important role in identifying the relationship between job performance and organizational performance¹⁵². Besides that, effective job performance leads to positive results in increasing productivity and thereby achieving organizational goals. Dynamic training is the main direction for success to increase organizational productivity. Training is a necessary function to acquire new skills and information for employees in the enhancement of educational sector needs and updates on the current scenario within the organization. It was found that effective training activities helped those who receive training to enhance their efficiency and the quality of tasks performed, thereby effectively increasing productivity¹⁵².

Training and feedback are important to enhance job performance by providing a clear picture about the strengths and weaknesses of job performance. This feedback helps management to customise training programs. Training is costly to the organization which means that it should identify the lack of knowledge or skills required for training to achieve organizational target. Findings from training leads to increased organizational costs¹⁵³. An organization's management should identify poor performance or actual lack of skills or knowledge before conducting training programs. Performance assessments help companies to save more money so as not to spend on unnecessary training. In addition, argued that dependent variables:

productivity, workers and performance have a strong relationship with independent variables: development and training. Manpower Training leads to enhanced productivity through increased knowledge and skills of employees. Manpower Training is the backbone of human resource management, as these can increase the performance at individual and group levels thereby achieving organizational goals.

In a study it was found that firm size, leverage, tangible intensity and labour intensity exerted negatively on firm performance while corporate value added and sales growth had a positive impact on listed non-financial companies in Romania Bucharest Stock Exchange¹⁵⁴. Another study found a significant positive relationship between liquidity, leverage and firm profitability¹⁵⁵. With the aid of generalized method of moments (GMM), results showed that bank size, liquidity ratio, management efficiency and credit had significant impact on profitability of banks in Syria¹⁵⁶. Size and liquidity have significant positive effect on profitability of Malaysian construction firms but capital structure impacted negatively and insignificantly on profitability¹⁵⁷. For a sample of 17 listed industrial firms in Oman republic from 2006 to 2013, it was inferred that a significant relationship existed between growth, fixed assets, firm size, working capital and profitability. Evidence from their panel ordinary least squares model however revealed that leverage and average tax exerted negatively on profitability. Meanwhile, in a study comprising of twenty (22) small and medium enterprises (SMEs) listed on Indonesian Stock Exchange, found that firm size, lagged profitability and growth have negative effects on contemporaneous profit margin while industry affiliation and productivity have positive effect on firm profitability. However, firm age is obviously not significant in determining profitability¹⁵⁸.

Research has shown that pay and benefits are significantly related to job satisfaction. The finding is in line with a study examined by a researcher¹⁵⁹. It was also discovered in another research that salary not only allows individuals to meet their fundamental needs but provides

job satisfaction at a higher level as well. Furthermore, it was discovered that in addition to income and perks, fringe benefits have an impact on an individual's job happiness. The correlation between rewards and benefits and job satisfaction has also been verified. However, poor compensation and benefits will have negative impacts on job satisfaction¹⁵⁹. In a study, it was found that lower workload will increase job satisfaction level among staff¹⁶⁰. According to a different study, a high workload would have a detrimental impact on employees' performance and job happiness; the lesser the workload, the higher the job satisfaction¹⁶¹. On the other hand, adding to the workload of employees would reduce productivity and cause employee dissatisfaction.

There are lots of researches which had tested the impact of job satisfaction on employee performance. The majority of them stated that there is a relationship between job happiness and employee performance because job satisfaction has a significant impact on employee motivation, and employee motivation has an impact on productivity, which in turn has an impact on performance¹⁶¹. One of the elements that influence the development of task performance and conceptual performance is job happiness¹³⁶. In a research it was found that there is an undeniable correlation between job satisfaction and employee performance¹⁶². They suggested that psychological and physical rewards have significant impact on job satisfaction. They believed that employees should be rewarded and motivated to achieve job satisfaction, which will eventually lead to a significant, positive impact on the efficiency and effectiveness of employees and thus, better overall performance.

Employee empowerment and work place environment have significant positive relationship with job satisfaction. Therefore, when an employee is given autonomy in business decisions and when he is given favorable and clean environment then his satisfaction level will rise. Accordingly, his performance level will rise too¹⁶³. There is a positive relationship between job satisfaction and employee performance with respect to pay package, security level, and

the reward system¹⁶⁴. When workers are content with their compensation package, feel secure in their work, and are happy with the rewards system, they perform at their best. Understanding the performance of each employee is essential as the crucial management decisions are based on individual performance, leading to an organizational success. Performance is defined as behavior that accomplishes results¹²⁷. Individual job performance is defined as things that people actually do, actions they take, that contribute to the organization's goals.

Additionally, performance behaviors are the entire collection of work-related behaviors that an individual is expected to exhibit by their employer. Lots of researchers examine two types of individual job performance. First one is the task performance or the in-role performance, and the other is the contextual performance or the organizational citizenship behaviors (OCBs). A researcher mentioned three major types of behavior that constitute performance at work. The first one is task performance which is performing the duties and responsibilities that contribute to the production of a good or service. The second category is citizenship, which is behavior that improves the psychological climate of the workplace by doing things like lending a hand when needed, backing up organizational goals, and showing respect to coworkers. While negative behaviors that deliberately harm the organization are considered counter-productivity¹³⁶.

These behaviors include stealing, damaging company properties, and behaving aggressively toward co-workers. The performance is a multi-dimensional concept that consists of two aspects: the behavioral (process) aspect and the outcome (result) aspects¹²⁷. Numerous studies have been conducted to differentiate between different aspects of job performance¹³¹. The importance of job performance extended to include both dimensions of the performance. Performance is a dynamic construct and that performance fluctuates within individuals and

changes over time. So, the managers in the organization need to apply periodical performance measurements or performance appraisal. There are lots of methods which can be used to assess the individual work performance but there is no ultimate criterion or even one best way. Some of them are rating, samples, simulations, proxies and technology - enhanced assessment¹⁶⁴. The existence of several measurement methods indicates the importance of capturing the level and kind of employee performance.

At the same time, there are some recent research evidences which indicated that satisfaction may not necessarily lead to individual performance improvement especially in the volunteer work. Many scholars have contended that an employee's feeling of job satisfaction is influenced by their own performance¹⁶¹. For example, an in-depth performance study was based on the idea that high performance results in satisfaction, feelings of self-efficacy and mastery. A large number of factors influence employee performance one of them is the job satisfaction. Some researchers suggested that employee performance does not affect the level of satisfaction¹⁶⁵. Other researchers also examined both job satisfaction and job performance together as one variable. It was discovered that job satisfaction dimensions jointly and independently predict job performance¹⁶⁸. Organizations would do well if they themselves investigate this significant relationship¹⁶².

Therefore, the job satisfaction and employee performance relationship has been the object of many researches. However, some scholars opined that job satisfaction has influence on employee productivity, absenteeism, and turnover¹⁶⁹. Job satisfaction affects organizational efficiencies, increase profitability and competitive advantages. Job satisfaction has a great influence on employee behavior. It affects the way the employees perceive their job and their organization. Lots of research evidences indicated the strong relationship between job satisfaction and employee performance and the great influence of job satisfaction on

performance. A research showed a strong correlation between job satisfaction and employee performance¹⁶². It was suggested that psychological and physical rewards have significant impact on job satisfaction.

They opined that employees should be rewarded and motivated to achieve job satisfaction, which will eventually lead to a significant, positive impact on the efficiency and effectiveness of employees and thus, better overall performance¹⁶². Job satisfaction affects employee performance. Employee's productivity is influenced by the level of employee satisfaction; thus, in turn impact on job performance. By discussing employee empowerment issue, it clearly appears that empowerment and work place environment have significant positive relationship with job satisfaction¹⁷⁰. Therefore, when an employee is given autonomy in business decisions and when he is given favorable and clean environment then his satisfaction level will rise. Accordingly, his performance level will rise too.

High levels of fair promotion, a fair wage structure, suitable employment, and favorable working conditions all contribute to high levels of employee performance. In other words, an employee's performance benefits from their job pleasure. The performance of employees is significantly impacted by job satisfaction. Job satisfaction affects motivation of workers, while the level of motivation has an impact on productivity, as well as the organizational performance¹⁷⁰. In addition, it was indicated that a large number of factors influence employee performance one of them is the job satisfaction¹⁶⁵. Job satisfaction is one of the factors that have influence on the improvement of the task performance and conceptual performance¹³⁶.

Based on past findings, researchers concluded that the factors affecting job satisfaction are: individual factors such as personality, education, intelligence, age, marital status, achievement, recognition, growth, success, responsibility, orientation to work, the ability to

work independently and creatively work conditions. Social factors such as relationships with co-workers, group working and norms, opportunities for interaction and informal relations, relationship with head of department (lower management), relationship with top management or supervision, prompt feedback and communication received from management and seniors, participate in decision making, autonomy, empowerment, the amount of praise received for outstanding efforts, the opportunity to voice your opinion.

Furthermore, cultural factors like the nature and size of organization, formal structure personnel policies and procedures, nature of work (skill variety, task identity, task significance), technology and work organization, supervision and styles of leadership, management systems, trainings provided, recognition for work done, flexibility of rules and procedures and working conditions. organizational and environmental factors which relates to economic, social, technical, governmental influences, pay or salary, remuneration received, prospects for promotions, upward movement and benefits staff receives^{146,118,128,170}.

Focusing on the nature of the relationship between job satisfaction and job performance, shows that sometimes satisfaction has influence on performance through productivity, absenteeism, turnover or even through happiness at work¹⁶⁹. Also, performance may affect satisfaction through reward or through creating positive workplace¹⁶¹. Therefore, the existence of some mediating factors set in the middle between job satisfaction and employee performance proves that job satisfaction has indirect influence on employee performance and employee performance has indirect influence on job satisfaction¹⁷⁰. In the last two decades, studies of innovation in combination with the acquisition of knowledge indicate that there is systematic and fundamental change in the manner in which businesses conduct innovative activities¹⁷¹.

Rapid changes in the environment and the specialization required by technological advancements are pushing companies to use primarily external knowledge. Results from various studies conclude that a company that is able to effectively develop the acquisition of knowledge and consider it a crucial task can achieve organizational benefits both in innovation and in operating results¹⁷². The acquisition of knowledge has become a decisive factor for the improvement of employee training and leads to the strengthening of best practices in innovation in a company¹⁷³. The acquisition of knowledge has significant results that lead to competitive advantage, increased sales, new product development, adaptations, and improvements in innovation processes¹⁷⁴.

In a research, results showed that the quality and price of the product encourage the increase of customer value. In other words, there is a high correlation between the product quality and price with the value of the customer, if the increased product quality and price is competing, it will create an increase in customer value. There is a similarity in the research in some studies which explained that the increase in the customer value requires an increase in the product quality as well¹⁷⁵. The results of these studies supported the research which proved that price has a positive effect on customer value. This research found that the product quality improvement and the competitive price could increase customer satisfaction¹⁷⁶.

Logical consequences when the customer is satisfied with the reliable toothpaste that emphasizes a standardized quality followed with an affordable price can increase the customer satisfaction, it appears in the interest of the buyers to re-purchase over and over again. The result of that study was also similar to the research of two other studies which proved that the quality of the product can improve customer satisfaction^{176,177}. The comparisons with previous studies explain that product quality and price has a good level of generality to improve customer satisfaction.

In a study, it was found that customer value could boost customer satisfaction, this means that a product functions to ensure satisfaction, it will also increase the interest of customers to buy again¹⁷⁶. Functional products with good quality and satisfaction could make the customers to repurchase. First-time customer who buys a product and feels the benefits of the product will later choose the same product with the same brand and even choose the same seller as well¹⁷⁷. The link between customer value and customer satisfaction has proven a high impact; the better the customer value, the higher the customer satisfaction. The results of this study do not differ from the study carried out by another researcher, even though it was conducted in a different location, it has proven that customer value can improve customer satisfaction in Indonesia¹⁷⁶.

A research found that product quality and price is able to boost customer value where it ultimately creates a customer satisfaction. The meaning behind that statement is that customer is an important part of this discussion. The facts show that the quality and price of the product becomes an option to increase customer satisfaction. However, product quality increased customer satisfaction better than the price. When the quality and price is in accordance with customer expectations, the customer will be satisfied without examining the value of the product. While at the same time, it is precisely the quality of the product itself that create a satisfaction in advance¹⁷⁷. In effect, several studies evaluated the relationship between specific methodologies of Continuous (CI) and Business Sustainability (BS). For instance, a scholar advised managers to have a better comprehension of the relation between Lean implementation and BS to achieve high performance¹⁷⁸.

More concretely, another research analysed employee involvement and collaboration concerning BS and revealed that the problems are related to salaries, lack of information and non-open conversation with managers that are on top of the business hierarchy^{179,180}. It was

indicated that strategies such as self-assessment, benchmarking, corporate reporting, strategic planning, and systematic training, are significant facilitators of BS. There is a dearth of theoretical and applied research on CI and BS that has previously taken place outside of industrialized economies. To close this gap, 120 business executives from various sectors and sizes of Colombian businesses participated in a three-part survey (CI systems and work teams, and organisational performance in terms of BS). The data processing applied descriptive statistics and multivariate logistic regression. The goal of the article was to analyse the impact of continuous improvement (system and teams) on business sustainability dimensions (social, environmental, operational, and financial) as a competitive strategy to create value for all stakeholders in emerging economy context.

Scholars, in developed countries, highlight that quality systems, particularly the quality management certificates, are related to an excellent reputation for quality and Business Sustainability and also, they indicate positive effects in financial indicators, such as ROA (return on assets) and Tobin's Q¹⁸⁰. However, the failures of quality-awarded companies such as Nokia, Motorola and Kodak indicate that the certifications cannot guaranty the success of the company¹⁸¹. Additionally, there is no evidence of the positive relationship between the CI practices and quality certificates and operational, environmental, and social performance^{182,183}. The main reason for the low impact of Continuous Improvement practices, and of certifications, is that organisations generally dedicate high priority towards achieving economic benefits while ignoring the importance of operational, social and environmental aspect^{184,185}.

The prior research highlights the importance of CI systems and work teams in BS. In terms of systems, companies should use integrated management approaches such as CI to achieve their excellence and sustainability by creating value for their different stakeholders. The

design considers job enlargement, training, teamwork, and work team involvement. In terms of the work team, the research indicates that it improves information flow and experience available; facilitates coordination and integration of efforts; avoids overlapping tasks; increases the effectiveness of innovative processes; allows employees to share problems and solutions with the managers. In this way, the adoption of work team impacts each of BS dimensions positively⁷⁶.

Concerning the social aspect, indicate that the problems depend on the unique context of each emerging economy, and the companies require different managerial approaches¹⁸⁶. So, there is an increased interest in developing a comprehensive framework based on empirical evidence on the role of employees and organisational practices in achieving BS in emerging markets¹⁸⁷. However, little research has assessed the relation between operational practices and BS. Another flaw is that the articles that have studied this link are mainly conceptual or based on case studies¹⁸⁸. Very few studies focus on the specifics of emerging economies that indicates the lack of diversity in the authorship, company size and the location as most researches on BS focuses on multinational companies or those in developed economies^{189,190}.

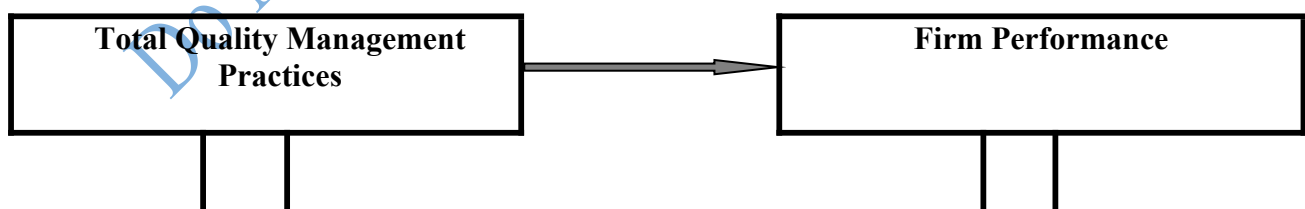
Empirical studies indicate that Knowledge Management (KM) policies and strategies are effective mechanisms for improving the business innovation of organizations¹⁹¹. When a firm applies a strategy, establishes guidelines for the use of knowledge, and conducts its operations in a clear manner it can obtain high standards of knowledge and innovation, which can impact business results. Conversely, the relationship that exists between the acquisition of knowledge and innovation in organization is positive. The literature indicated that the acquisition of external knowledge is one of the most basic corporate practices in the management of innovation¹⁹¹.

It is important to consider that ICT plays an important role in the successful acquisition of knowledge and innovation in organizations¹⁹². The availability of resources and capabilities in relation to the use of ICT improves the acquisition of knowledge and allows for the minimization of costs in training and information gathering. Researchers have shown that KM is a determinant in increased sales, new product development, adaptations and improvements in innovation¹⁰². Regarding the relationship between the organizational culture and innovation in organizations, KM has been found to be a positive influence. These findings are similar to those of previous relevant studies, which indicate that the organizational culture and corporate philosophy are essential elements for fostering innovation in organizations¹⁹³. It is crucial to understand that the most competitive firms are implementing KM procedures with a corporate culture centered on knowledge sharing and transfer among staff members¹⁹⁴. These activities promote and strengthen the degree of innovation throughout the organization.

2.4 Conceptual Framework

Independent Variable

Dependent Variable



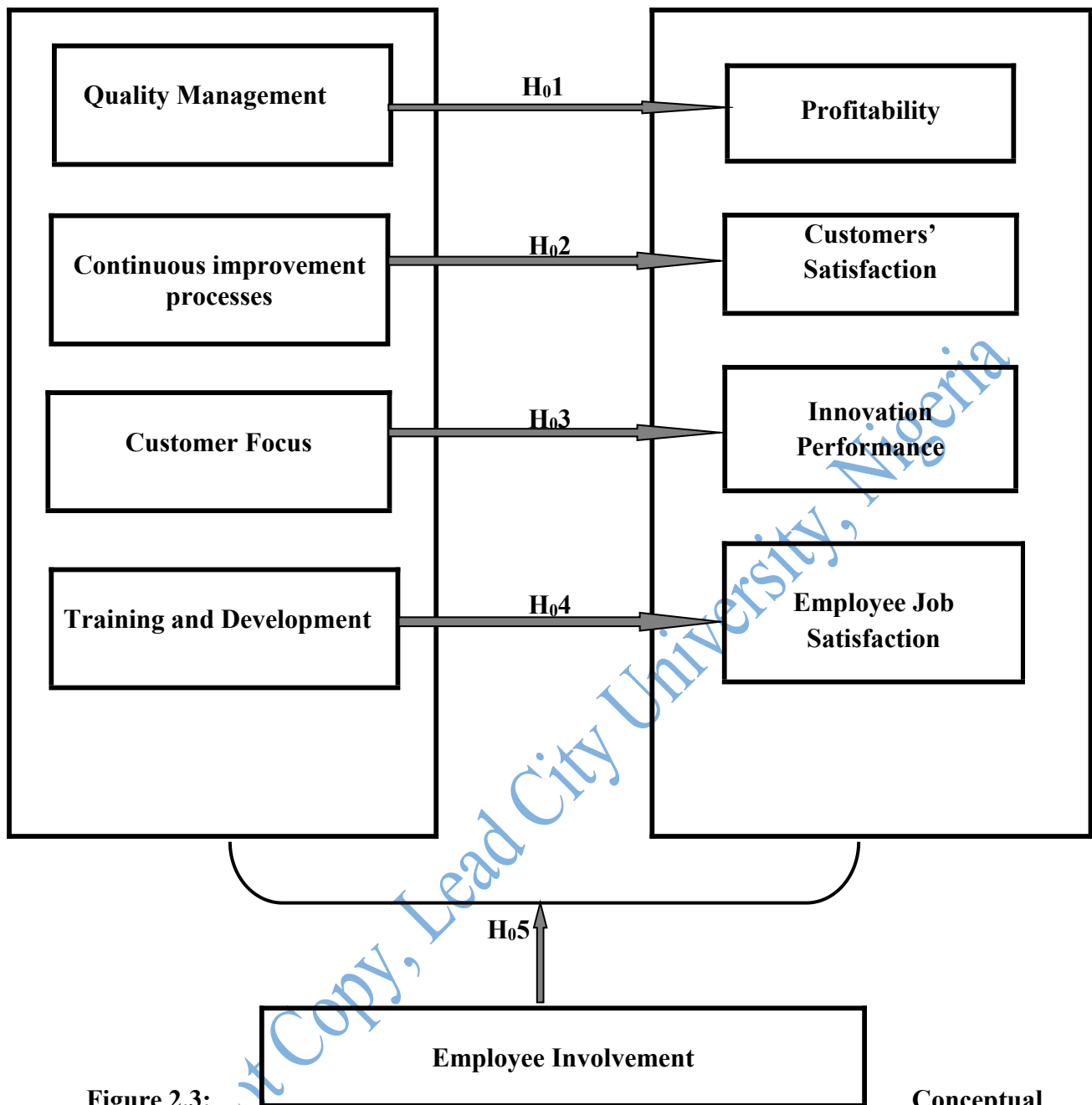


Figure 2.3:

Framework

Conceptual

Source: Researcher's Conceptual Framework 2023

The Conceptual Framework summarizes the study on the influence of Total Quality Management Practices on Firm Performance. It also depicts the moderating effect of Employee Involvement on the interaction between Total Quality Management Practices and Firm Performance. Total Quality Management is the independent variable X and Firm Performance is the dependent variable Y, while Employee involvement serves as the moderating Variable. Total Quality Management Practices (independent variable) was

measured by Top Management Commitment, Quality Management, Customer Focus, Training and Development, and Continuous Improvement Processes.

The independent variable, Firm Performance was measured by Profitability, Customer Satisfaction, Market Performance, Job Satisfaction, and Innovation Performance. All the independent, dependent, and intervening variables interact to produce the hypotheses tested in the study. Hypotheses one to four examined the relationship among the indicators of both the independent and the dependent variables. Hypothesis five examined the moderating effect of Employee Involvement on the interaction between Total Quality Management Practices and Firm Performance of Food and Beverage Companies in South-West Nigeria.

2.5 Summary of Gaps in Literature Reviewed

A study examined the effect of TQM techniques on various performance measurements, as well as the drivers behind and hindrances to TQM adoption by Turkish businesses. The study demonstrated that various TQM approaches had a significant impact on various performance outcomes. According to the findings, the main challenges that Turkish businesses confront include a lack of staff engagement, employee knowledge and dedication, an unsuitable company structure, and a lack of resources. To increase performance, it was advised that businesses keep implementing TQM with all of the variables. To address the obstacles preventing the efficient adoption of TQM procedures, organizations should increase employee involvement, dedication, and understanding of TQM, improve firm structure, and offer resources²⁵³.

However, the researchers compared the firms in different industries by using subjective measurements. It was found that continuous improvement and employee involvement are the major tenets of TQM practices¹⁹⁵. These factors can be included in future studies. Insignificant relationship between leadership and performance can indicate existence of

indirect relationship or any other relationship that is nonlinear. Insignificant relationship between some TQM variables and performance may imply mediational relationship among TQM practices. The relationship between TQM practices and the various performance measures can be investigated in other countries and industries. Enterprise resource planning, ISO certification, firm age, and firm size can also be included as moderating variables in future studies. The reasons of and the barriers to TQM practices and the reasons of having ISO certification may be different in other countries and industries so that a comparative study can be conducted to investigate these parameters.

Another study was focused on the effect of total quality management (TQM) on organization performance of Small and Medium Enterprises (SMEs) service sector in Selangor, Malaysia. According to the research results, TQM components like customer focus, continuous improvement, strategically based, and total staff involvement have positive and notable effects on how well an organization performs¹⁹⁶. The research results sustain and enrich theories about how TQM affects organization performance improvement. Future research was suggested to develop the relationship between TQM and organization performance through factor analysis. Thus, the dominant factor and the less dominant factor can be detected by statistical analysis. Moreover, the future researcher has to employ other factors which affect organizational performance such as working environment, company culture, career path, the use of ISO 9001, etc. Furthermore, it is suggested for future research to perform a study with a larger sample.

Moreover, an article analysed the impact of continuous improvement (system and teams) on business sustainability dimensions (social, environmental, operational, and financial) as a competitive strategy to create value for all stakeholders in emerging economy context. The study revealed that people management (employees involvement) had a significant

correlation with customer satisfaction, employee morale, and production performance improvement⁷⁶. However, the research was limited to the general sustainability analysis applying resource-based strategy in Colombia, specifically Bogota city, future research should focus on in-depth multiple case studies of companies in various emerging economies focusing on environmental aspect with a systematic vision that integrates micro and macro level contributors. Team members are the vital element that impacts team consolidation, and it is necessary to include their characteristics in future studies. Additionally, future research can describe the relationship between the size of improvement teams and sustainability for companies in specific sectors of economic activity.

The study empirically investigated the impact of top management commitment on the success of quality management¹⁹⁷. The sample of study consisted executives and managers who are working under functional heads. The instrument used in the study was a survey questionnaire. The Correlation analysis explained a positive moderate relationship between top management commitment and success of quality management. It was found that top management commitment of an organization is positively related to the success of quality management. According to the regression analysis, 42% of success of quality management is accounted for top management commitment. The researcher opined that top management must be visibly and actively engaged in the quality effort by serving on teams, coaching teams, and teaching seminars. They should lead by demonstrating, communicating, and reinforcing the quality statements¹⁹⁷.

However, the study was limited to ARL Company in Islamabad. Future research should be extended to some organizations which are in another sector in other countries. In addition, the researcher used judgmental sampling in selecting the subjects. Further studies should be carried out by using various sampling techniques. Another study examined the prospects and

problems of Total Quality Management (TQM) on the productivity and profitability of manufacturing organizations¹⁹⁸. The study investigated how some manufacturing organizations had incorporated the TQM philosophy, the problems encountered and the benefits they derived from TQM system. The study was conducted using a case study. The population of the study consisted of 80 Accountants (both male and female) in manufacturing organizations located in urban and rural areas of Anambra state, Nigeria. All subjects of the population were used for the study because the number was manageable.

The study utilized a validated 4-point scale questionnaire with reliability co-efficient of 0.83 using split-half method. Mean and standard deviation were used to analyze the data collected in order to answer the research questions, while the null hypotheses generated for the study were tested at 0.05 level of significance using z-test statistics. It was shown that TQM still has certain advantages for enterprises, despite the fact that they frequently run into difficulties when implementing it. The study also revealed other reasons why manufacturing organizations engage the activities of TQM. The study further revealed that the opinions of male, female, urban and rural Accountants do not differ significantly on the problems and benefits derived from the application of TQM system in the manufacturing organizations. The research was limited to a targeted area, other researches should be carried out in another location, in other industries. It was therefore recommended, among others that there should be continuous education and training of all staff on the use of TQM in further studies.

A study examined the relationship between Total Quality Management and Organisational Performance. The research also discussed the implementation of total quality management in Pakistan and explored the relationship between the effective implementation and organisational performance. TQM in Pakistan was implemented in three categories of implementation methods which were; quality control, quality assurance and continuous improvement. The results showed that TQM has two effects on organizational performance:

either it helps or inhibits organizations in achieving their objectives, with the latter having a negative impact on organizational performance¹⁹⁹.

Although the research was directly focused on distinguishing the relation between TQM and organisational performance, but several factors directly affecting organisational performance were neglected such as organisation size, culture and level of innovation. Therefore, future researches could study the impact of TQM on organisational performance in wider scope by investigating the influence of the above mentioned factors on performance. Another research focus should be carried out to study the implementation of TQM in the business sector to provide a better understanding of TQM implementation¹⁹⁹.

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Chapter Three

Methodology

This chapter deals with the research procedures employed in this study. These include research design, study population, sample size and sampling techniques, research instrument,

reliability of research instrument, validity of research instrument, method of data collection and analysis.

3.1 Research Design

This study adopted descriptive research design because it is relatively easy to apply and also have the benefit of producing diverse responses from an extensive range of respondents in the selected study population. The rationale for choosing this design was based on the selection of questionnaire as main instrument of data collection and the need to establish the relationship between Total Quality Management Practices and Firm Performance of Selected Food and Beverage Companies, using Employee involvement as a moderating variable. The descriptive approach enabled the researcher to examine perceptions on measuring variables such as the demographics and Likert-type format as contained in this study.

3.2 Population of the Study

According to the company register, the study population as at the time of this research was Six thousand, nine hundred and forty-seven (6,947) employees who were full time staff of selected food and beverage companies in southwest Nigeria. The organizations involved were four in number, namely: Nestle Nig. PLC (Lagos State), Unilever Nigeria, (Ogun State), Chi limited (Oyo State), Honeywell Group (Lagos State). The researcher purposively selected these companies based on their antecedents in the use of total quality management practices, and as a result of being highly intensive technologically oriented food and beverage companies. The details of the organizations are stated below:

Table 3.1 Selected Food & Beverage Companies in Southwest Nigeria

S/N	Names of the Organizations	Types of Organization	Location (State)	Year of Establishment	No. of Employees
1.	Nestle Nig. Plc.	Public	Lagos	1965	2,300

2.	Unilever Nigeria	Public	Ogun	1923	755
3.	Chi Limited	Private	Oyo	1980	2,500
4.	Honeywell Foods	Private	Lagos	1986	1,392
				Total No. of Employees	= 6,947

Source: Field Survey, 2023

3.3 Sample and Sampling Technique

The sample size was determined using Taro Yammane 1967 statistical formula for sample selection. In order to have a representative sample, stratified random sampling technique was employed to select the 400 participants. The rationale behind this is that stratified random sampling cuts across all strata. This was done to ensure that all important sub-groups were represented in the sample being selected as part of the study. The basic criteria for inclusion in the sample was job status and length of service of five years and above. Employees were categorized into three non-overlapping cadres of junior, senior and management staff. The selection was made in proportion to the sample size in each cadre according to the register of each company.

The calculation is stated below:

$$n = \frac{N}{1+N(e)^2}$$

Where, n = sample size required,

N = population size

e = level of significance

1 = a constant

$$n = \frac{6,947}{1 + 6,947(0.05)^2}$$

$$= \frac{6,947}{1 + 6,947(0.05)^2}$$

$$= \frac{1 + 17.37}{\frac{6,947}{18.37}} = 378.17 \text{ approximately } = 378$$

The sample size was restricted to 400, in order to accommodate shortfall in non-response, twenty three 23 was added. Furthermore, in order to determine the proportion of the questionnaire that would be administered to each of the selected organization, the study adopted Bowler (1996) proportionate allocation formula. The formula is given as:

$$N_h = \frac{n \times n_h}{N}$$

Where; N_h = Number of units to be distributed to each group.

N_h = Total population of respondents in each group

n = Determined sample size

N = Total Population Size

$$N_h = \frac{\text{Determined sample size} \times \text{Total population of respondents in each group}}{\text{Total population size}}$$

Nestle Nig. Plc.	=	$\frac{400 \times 2,300}{6,947}$	=	132.4
Unilever Nigeria	=	$\frac{400 \times 755}{6,947}$	=	43.5
Chi Limited	=	$\frac{400 \times 2,500}{6,947}$	=	143.9
Honey well Group	=	$\frac{400 \times 1,392}{6,947}$	=	80.1
Total	=	399.9		approximately, 400

Table 3.2: Sample Size Distribution

S/N	Names of the Organizations	No. of Employees	Sample size
1.	Nestle Nig. Plc.	2,300	132

2.	Unilever Nigeria	755	44
3.	Chi Limited	2,500	144
4.	Honeywell Foods	1,392	80
Total		6,947	400

Source: Field Survey, 2023

Table 3.3: The Distribution of the Population and Sample Size by Cadre

Table 5.1: The Distribution of the Population and Sample Size by Cadre									
S/N	Names of the Organizations	Number of Employees	Cadres of Employees						Total Sample Size Selected
			Management Staff		Senior Staff		Junior Staff		
			TP	SS	TP	SS	TP	SS	
1.	Nestle Nig. Plc.	2,300	7	4	575	23	1,718	105	132
2.	Unilever Nigeria	755	17	8	188	11	550	25	44
3.	Chi Limited	2,500	7	3	625	32	1,868	109	144
4.	Honeywell Foods	1,392	12	5	348	14	1,032	61	80
	Total	6,947	43	20	1,136	80	5,168	300	400

*Note: TP = Total population, SS = Sample Size

Source: Researcher's Computation, 2023

3.4 Description of Research Instrument

The research instrument for the study was questionnaire. It was developed based on the review of existing literature emerging from the topic of the research, research problem, objectives of the study and research questions. The questionnaire was used to obtain relevant information in line with the demographic characteristics of the respondents. It was titled: "Total Quality Management Practices, Employee Involvement and Performance Questionnaire" (TQMPEIPQ), which was divided into two major parts "A & B", Part A contained the demographic information of the respondents, while Part B had three sections with a total number of Forty (40) questions in all. The structure of the questionnaire is stated below:

Part A: Demographics Information of the Respondents

Part B : Deals with questionnaire items segmented into three (3) sections as follows:

- Section I - Total Quality Management
- Section II - Firm Performance
- Section III - Employee involvement

Part A has to do with the background information of the respondents such as age, gender, marital status, academic qualifications, and years of work experience. Part B involved questions on Total Quality Management Practices (Independent Variable) with five sub-variables which were: Top Management Commitment, Quality Management, Customer focus, Employees' training, and Continuous Improvement Process. Each of these sub-variables also had four items. The research instrument also contained other sections such as Firm Performance (independent variable), and Employee involvement as the mediating variable. However, firm performance was measured by the following sub-variables: profitability, customer satisfaction, innovation performance and employee job satisfaction.

The questions were answered on a 4-rate Likert scale format, which are, Very Often (VO), Often (O), Rarely (R), Very Rarely (VR). Other options include Always, Sometimes, Rarely, Never, Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD). These were used to measure both the independent and dependent variables of the study. The rationale behind using a Likert scale is because it is relatively easy to construct, administer and understand. Also, the four-point Likert scale does not confuse the respondents with choices on its continuum scale.

3.5 Validity and Reliability of Research Instrument

Validity can be described as the appropriateness and ability of the instrument or its administration to effectively elicit the required information. The validity of an instrument is done in order to ensure that an instrument measures what it is intended to measure. The study

adopted content and constructs validity in line with related relevant literature. However, in order to validate the research instrument, the researcher subjected the draft copy to scrutiny by experts on the subject matter. These experts were to ascertain the appropriateness of the instruments' items in relation to the research problem, purpose, research questions and hypotheses proposed for the study. The views and suggestions of the supervisor were also incorporated to further improve the quality of the research instruments. Informed decisions were made based on their feedbacks. Wrong items were re-constructed or re-phrased. This is to ensure the face, content and construct validity of the instruments.

3.5.1 Pilot Study

In order to test the reliability of the research instrument, the researcher conducted a **pilot study**, by using ten percent (10%) of the sample size of the study which is 40. Hence, 40 copies of the questionnaire were distributed to two organizations which were not part of the study population, based on convenience method. These two organizations were Seven-Up Bottling Company, Oluyole Industrial Estate, Ibadan and Fan Milk Limited, Eleyele, Ibadan. The purpose of the pilot study was to enable the researcher to ascertain the reliability and validity of the instruments and to also get familiarized with the administration of the instruments. This also helped to improve the instrument and procedures.

The Cronbach's Alpha for internal consistency of the items of the questionnaire was conducted using the reliability procedure in Statistical Package for Social Sciences version 21. This was to ensure that items on the questionnaire and the rating scale measure accurately what they were designed to measure. The values of α range from 0-1 hence, the closer the value of α to 1, the more accepted the reliability of the data. These are presented in the table below:

Table 3.4: Cronbach's Alpha Reliability Coefficients for each of the Scales used in the Questionnaire

S/N	Variables	No. of Items	Cronbach's Alpha Coefficients	Remarks
1.	Top Management Commitment	4	0.89	Reliable
2.	Quality Management	4	0.76	Reliable
3.	Customer Focus	4	0.81	Reliable
4.	Training and Development	4	0.86	Reliable
5.	Continuous improvement processes	4	0.80	Reliable
6.	Profitability	4	0.83	Reliable
7.	Customer satisfaction	4	0.75	Reliable
8.	Innovation performance	4	0.78	Reliable
9.	Employee job satisfaction	4	0.79	Reliable
10	Employee Involvement	4	0.84	Reliable

Computed from Pilot Study, 2022

Based on the test carried out on the items of the questionnaire, the results showed a minimum co-efficient of 0.75 and the maximum of 0.89. Consequently, the research instrument was adjudged reliable for internal consistency.

3.6 Method of Data Collection

The study adopted quantitative method of data collection that involved the use of questionnaire as research instruments for the collection of relevant data from the employees of the selected food and beverage companies in the south west Nigeria. The research cut across workers at the various levels of the organizations, such as management staff, senior staff and the junior staff, including male and female especially those who have been in the organizations for five years or more.

3.6.1 Administration of Research Instrument

Each of the organizations was visited after booking appointment with them to discuss with the Human Resource Managers the reasons for the study, as well as the dimension of the study and the intention to make use of their organizations for the period of the study. Four (4) research assistants were engaged and trained to help with the administration of the questionnaire. Data collection lasted for five weeks, the first one week was used for training research assistants and for booking appointments with the stakeholders in the selected organizations. The remaining four weeks were dedicated to dissemination of the research instruments and collection of data. Coding and analysis of responses gathered from the field work took a period of one month.

3.6.2 Return Rate of Research Instrument

A total number of 400 copies of the questionnaire were administered to full time staff of selected food and beverage companies in southwest Nigeria. From the total questionnaire administered, 389 were returned and found useful for analysis giving a response rate of 97.3%.

3.7 Method of Data Analysis

The primary data were coded, verified, and analyzed with the help of Statistical Programme for Social Science (SPSS) version 25. The quantitative data were analyzed using descriptive and inferential statistics. Descriptive statistics was used to examine all the variables in the study. This is because it helps to organize and summarize the data presenting it in a more coherent manner. The hypotheses were tested at 0.05 level of significance, using inferential statistics, specifically ANOVA and regression analysis.

Chapter Four

Results and Discussion of Findings

This chapter presents and discusses the empirical results derived from the data analysis. The data were analyzed and presented thematically in consonance with the study objectives starting with the demographics of the respondents using frequency counts, percentage, mean, standard deviation and single regression. The findings and implications were also discussed.

4.1 Demographics of Respondents

This represents the demographic information of the respondents in terms of gender, age, work experience etc., as shown in Table 4.1

Table 4.1: Demographic Distribution of Respondents

Variables	Categories	Frequency	Percentage (%)
Gender	Male	208	53.5
	Female	181	46.5
Age	Under 30 years	205	52.7
	31-40 years	91	23.4
	41-50 years	63	16.2
	50 years & above	30	7.7
Educational Level	Secondary	25	6.4
	National Diploma (ND)	21	5.4
	HND/First Degree	244	62.7
	Master Degree	85	21.9
	Ph.D.	14	3.6
Cadre	Management staff	45	11.2
	Senior staff	137	34.3
	Junior staff	218	54.5
Work Experience	5-10 years	175	45.0
	10-15 years	96	24.7
	Above 20 years	49	12.6
Marital Status	Married	150	38.6
	Single	229	58.9
	Divorced	10	2.6
Total		389	100.0%

Source: Field Survey 2023

Table 4.1 presents the demographic information of selected food and beverage companies in southwest Nigeria. Results in Table 4.1 shows that male respondents 208(53.5%) dominated the study while the remaining 181(46.5) are females. The demographic information about the

respondents' age reveals that majority of the respondents 205(52.7%) under 30 years of age, 91(23.4%) are between 31- 40 years of age, 63 (16.2%) are between 41-50 years of age while the remaining 30(7.7%) are 50 years and above. This shows that majority of the workers are in the working group. Information about the educational qualification of the respondents reveals that the study is dominated by respondents with HND/First degree certificates 244(62.7%) respondents, followed by 85(21.9%) with masters' degree certificate, 25(6.4%) are secondary certificate holders, 21(5.4%) possessed national diploma certificates while the remaining 14(3.6%) are Ph.D. holders. This suggests that majority of the respondents are highly numerate and knowledgeable to understand the questions provided in the questionnaire. In terms of employees cadres, respondents who are junior staff with 218(54.5%), constituted majority of the study, followed by senior staff with 137(34.3%) while the remaining respondents are management staff 45(11.2%).

It was also found that with regard to the work experience of the respondents, majority of them 175(73.9%) have been on the job for about 5-10 years now, followed by 96(24.7%) who have spent close to 10-15 years on the job, 69(17.7%) have garnered at least 15-20 years of job experience while the remaining 49(12.6%) have spent about 20 years and above on the job. This implies that virtually all the employees possess the requisites experience for the job. According to the information about the marital status of the respondents, majority of them 229(58.9%) are single, 150(38.6%) are married while the remaining 10(2.6%) are divorced.

Decision Rule

The decision rule to make sense of a four-likert scale is the Mean of response, which are stated below:

Strongly Disagree (SD)	=	1.00 - 1.49
Disagree	=	1.50 - 2.49
Agree	=	2.50 – 3.49
Strongly Agree	=	3.50 – 4.00

4.2 Presentation of Data

This study collected data on the indicators of total quality management practices which include top management commitment, quality management, training and development, customer focus and continuous improvement, data was also collected on the four measures of performance including profitability, customer satisfaction, job satisfaction and innovation performance as well as employee involvement. The distributions of the respondents per question are expressed statistically in the tables below.

Table 4.2: Descriptive Analysis of the Responses on Total Quality Management Practices in Food and Beverages companies in Southwest, Nigeria

Top Management Commitment Items							
S/N		VO	O	R	VR	Mean $\bar{x}$	Std Dev
1.	In my organization, top management is committed to customer's satisfaction in quality of products	252 64.80%	118 30.30%	19 4.90%	0 0.00%	3.60	0.582
2.	Top management has objectives and policy for quality performance	252 64.80%	137 35.20%	0 0.00%	0 0.00%	3.65	0.478
3.	Top management usually provides all essential resources to accomplish quality goals	219 56.30%	159 40.90%	11 2.80%	0 0.00%	3.53	0.553
4.	Top management is committed to continuous improvement of products	116 29.80%	227 58.40%	36 9.30%	10 2.60%	3.15	0.686
Weighted mean = 3.48							
Std. dev. = 0.57							
Quality Management							
S/N	Items	SA	A	D	SD	Mean $\bar{x}$	Std Dev
5.	In our firm, processes are designed to be mistake-proof and error free.	147 37.80%	186 47.80%	11 2.80%	45 11.60%	3.12	.926
6.	We make use of wide range of statistical techniques to lessen disparity in process.	90 23.10%	275 70.70%	17 4.40%	7 1.80%	3.15	.570
7.	Evident, sufficient and standardized documentation about work methods and process instructions are being given to employees	132 33.90%	231 59.40%	23 5.90%	3 0.80%	3.26	.600
8.	Quality is everyone's responsibility; it is something that should be reflect in every aspect of an organization	179 46.00%	180 46.30%	30 7.70%	0 0.00%	3.38	.626
Weighted mean = 3.23, Std. dev. =0.68							

Training and Development

S/N	Items	A	S	R	N	Mean $\bar{x}$	Std Dev
9.	Are on-the-job and off-the job training available for employees who need training in your organization?	104 26.70%	210 54.00%	30 7.70%	45 11.60%	2.96	.899
10.	Does your organisation finance training for its workforce?	105 27.00%	239 61.40%	45 11.60%	0 0.00%	3.15	.602
11.	Is there any incentive that could encourage workers who attend training programmes in your organisation?	135 34.70%	209 53.70%	45 11.60%	0 0.00%	3.23	.641
12.	Do workers have evenly distributed chances of participating in training programmes?	89 22.90%	105 27.00%	60 15.40%	135 34.70%	2.38	1.179

Weighted mean=2.93, Std. dev. =0.83

Customer Focus

S/N	Items	A	S	R	N	Mean $\bar{x}$	Std Dev
13.	We usually seek customers' opinion to identify their needs and expectations from time to time.	59 15.20%	150 38.60%	60 15.40%	120 30.80%	2.38	1.077
14.	Our customers give us feedback on quality and delivery performance.	30 7.70%	150 38.60%	59 15.20%	150 38.60%	2.15	1.029
15.	Consumers' complaints are used as inputs to improve our processes	30 7.70%	150 38.60%	104 26.70%	105 27.00%	2.27	.945
16.	We follow up to ensure customers' satisfaction on a regular basis.	75 19.30%	164 42.20%	60 15.40%	90 23.10%	2.58	1.047

Weighted mean 2.35, Std. dev. = 1.02

Continuous Improvement process

		SA	A	D	SD	$\bar{x}$	Std Dev
17.	Continuous improvement is a very useful aspect that can enhance competitiveness, efficiency, quality and performance.	149 38.30%	135 34.70%	30 7.70%	75 19.30%	2.92	1.108
18.	Continuous improvement is related to maintenance performance, and has a particular set of routines that assists an organisation to improve performance.	74 19.00%	150 38.60%	75 19.30%	90 23.10%	2.53	1.046
19.	The adoption of the continuous improvement approach not only leads to a better performance level, but it also contributes to the innovation of the organisation.	179 46.00%	180 46.30%	30 7.70%	0 0.00%	3.38	.626
20.	The successful implementation of continuous Improvement depends much on employee involvement at all hierarchical levels of an organization and the implemented system.	180 46.30%	194 49.90%	15 3.90%	0 0.00%	3.42	.568

Weighted mean= 3.06. Std.dev = 0.84

Grand mean=3.01; Std. dev. = 0.79

**Keys: SA = Strongly Agree, A = Agree, D = Disagree, SD = Strongly Disagree ,
A = Always, S = Sometimes, R = Rarely, N = Never**

Source: Field Survey 2023

For the quality management practices of the firms, this was sub-divided into five (5) groups comprising top management commitment, quality management, training and development, customer focus and continuous improvement process. Results in Table 4.2 shows that the respondents indicated that some of the quality performance practices engaged in include: top management has objectives and policy for quality performance ($\bar{x}=3.65$; std dev. = 0.478); top management is committed to customer's satisfaction in quality of products ($\bar{x}=3.60$; std dev. = 0.582); successful implementation of continuous improvement depends much on all employee involvement ($\bar{x}=3.42$; std dev. = 0.568); quality is everyone's responsibility, which must reflect in every aspect of an organization ($\bar{x}=3.38$; std dev. = 0.626); adoption of the continuous improvement approach leads to a better performance level and also enhance the innovation of the organization ($\bar{x}=3.38$; std dev. = .626); while the least among them was that customers give us feedback on quality and delivery performance ($\bar{x}=2.15$; std dev. = 1.029), followed by improvement process is strictly based on consumers' complaints ($\bar{x}=2.27$; std dev. = 0.945). On this basis, it can be inferred that the quality management practices in Food and Beverages companies in Southwest, Nigeria includes: top management has objectives and policy for quality performance, top management is committed to customer's satisfaction in quality of products, successful implementation of continuous improvement depends much on all employee involvement, quality is everyone's responsibility, which must reflect in every aspect of an organization adoption of the continuous improvement approach leads to a better performance level and also enhance the innovation of the organization among others.

By extending the analysis along five(5) components of total quality management practices, results in Table 4.2 further shows that top management has the most

predominant process ($\bar{x}$ =3.48; std dev. = 0.57), followed by quality management ($\bar{x}$ =3.23; std dev. = 0.68), continuous process improvement ($\bar{x}$ =3.06; std dev. = 0.84), training and development ($\bar{x}$ =2.93; std dev. = 0.83) and customer focus ($\bar{x}$ =2.35; std dev. = 1.02).

Table 4.3: Descriptive Analysis of the Responses on Performance

S/N	Items	SA	A	D	SD	$\bar{x}$	Std Dev
Profitability							
1.	Profit level of our organisation is in increasing.	105 27.00%	235 60.40%	49 12.60%	0 0.00%	3.14	.613
2.	Presently we are experiencing increase in the sales of our products.	124 31.90%	216 55.50%	49 12.60%	0 0.00%	3.19	.639
3.	Larger firms survive during economic crisis because of their diversification whereas smaller firms find it difficult to survive and suffer more.	154 39.60%	190 48.80%	45 11.60%	0 0.00%	3.28	.659
4	Exchange rate can determine the profitability of an organization.	191 49.10%	178 45.80%	20 5.10%	0 0.00%	3.44	.592
Weighted mean=3.26. Std.dev =0.63							
Customer Satisfaction							
5.	Acceptability of our products to customers is really high.	146 37.50%	218 56.00%	25 6.40%	0 0.00%	3.31	.586
6.	We deliver our products on time to customers.	196 50.40%	176 45.20%	17 4.40%	0 0.00%	3.46	.580

7.	Our product quality and price commensurate with our customers' and satisfaction.	200 51.40%	171 44.00%	18 4.60%	0 0.00%	3.47	.585
8.	Our customers are always willing to recommend as our products to their friends and families.	197 50.60%	172 44.20%	20 5.10%	0 0.00%	3.46	.593
Weighted mean = 3.43. Std.dev = 0.59							

Job satisfaction

9.	I enjoy coming to work because my job is rewarding and I get a sense of personal accomplishment from it.	230 59.10%	123 31.60%	32 8.20%	4 1.00%	3.49	0.691
10.	The level of workers job satisfaction in my organization is quite good.	215 55.30%	135 34.70%	34 8.70%	5 1.30%	3.44	0.707
11.	I have a good working relationship with my co-workers.	315 81.00%	64 16.50%	4 1.00%	6 1.50%	3.77	0.540
12.	Managers communicate frequently and honestly about issues affecting employees.	215 55.30%	140 36.00%	29 7.50%	5 1.30%	3.45	0.689

Weighted mean=3.54. Std.dev =0.66

Innovation performance

13.	We usually introduce new products to the market from time to time,	186 47.80%	167 42.90%	36 9.30%	0 0.00%	3.39	.650
14.	The use of latest technological innovations of our new products is high.	240 61.70%	133 34.20%	14 3.60%	2 0.50%	3.57	.591
15.	The technological competitiveness ability of our firm is high.	167 42.90%	190 48.80%	27 6.90%	5 1.30%	3.33	.663
16.	The speed of a new product development of our firm is high.	222 57.10%	144 37.00%	21 5.40%	2 0.50%	3.51	.624

Weighted mean = 3.45. Std.dev = 0.63

Grand mean= 342. Std.dev = 0.63

Source: Field Survey, 2023

Table 4.3 examined the firms' performance in Food and Beverage companies in Southwest, Nigeria. This is categorized into four (4) groups comprising profitability, customers satisfaction, job satisfaction and innovation performance. The results explains that the respondents indicated that some of the areas of firms' performance include: they have good working relationship with their co-workers($\bar{x}$ =3.77; std dev. = 0.540); the technological innovations of their new products is high ($\bar{x}$ =3.57; std dev. = 0.591); the speed of a new product development of their firms is high ($\bar{x}$ =3.51; std dev. = 0.624); the staff enjoy coming to work because their jobs are rewarding and they get a sense of personal accomplishment from it ($\bar{x}$ =3.49; std dev. = 0.691); their products' quality and price commensurate with the customers' satisfaction ($\bar{x}$ =3.47; std dev. = 0.585); while the least among them was that profit level of their organisation is in increasing ($\bar{x}$ =3.14; std dev. = 0.613), followed by increase in sale of products presently ($\bar{x}$ =3.198 std dev. = 0.639).

Thus, it can be concluded that some of the main domain of firm performance in Food and Beverage companies in Southwest, Nigeria includes: having good working relationship with co-workers, making use of high and latest technological innovations in our new products, the speed of a new product development is high, the staff enjoy coming to work because their jobs are rewarding and they get a sense of personal accomplishment from it amongst others.

The extension of the analysis along four (4) components of firms' performance, further shows in Table 4.3 that job satisfaction has the most predominant performance ($\bar{x}=3.54$; std dev. = 0.66), followed by innovation performance ($\bar{x}=3.45$; std dev. = 0.63), customer satisfaction ($\bar{x}=3.43$; std dev. = .59) and profitability ($\bar{x}=2.35$; std dev. = 1.02).

This study examined the effect of total quality management practices on the performance of food and beverage companies in South-West Nigeria. Total quality management practices were measured using top management commitment, quality management, training and development, customer focus and continuous improvement. While firm performance was measured by profitability, customer satisfaction, job satisfaction and innovation performance. Employee involvement was also examined. In order to use the response of the participants as data to achieve this objectives, the responses had to be subjected to statistical tests. As a result of the large number of information received from the survey, the exploratory factor analysis was carried out. Exploratory factor analysis is a statistical technique used to condense the information contained in a large number of variables into a number of information pockets. Its statistical purpose is to determine the combination of variables that will help summarize the data and identify underlying relationships. It also collectively analyse all variables under investigation to identify underlying factors. This was carried out via principal component analysis which is a variable reduction technique with the aim of reducing a larger set of variables into a smaller set of 'artificial' variables, called 'principal components', which account for most of the variance in the original variables¹. However,

this method is subject to some assumptions, as a result, the following pre-test was carried out on the whole questionnaire.

4.2.1 Research Questions

4.2.1.1 Research Question One: What is the influence of quality management on profitability in the selected food and beverage companies in southwest, Nigeria?

The results of the analysis on quality management and profitability level in the selected food and beverage companies in southwest, Nigeria are presented in Table 4.4 and 4.5 below:

Table 4.4: Descriptive Analysis of the Responses on Quality Management

S/N	Items	SA	A	D	SD	Mean $\bar{x}$	Std Dev
1.	In our firm, processes are designed to mistake-proof and error free.	147 37.80%	186 47.80%	11 2.80%	45 11.60%	3.12	0.926
2.	We make use of wide range of statistical techniques to lessen disparity in process.	90 23.10%	275 70.70%	17 4.40%	7 1.80%	3.15	0.570
3.	Evident, sufficient and standardized documentation about work methods and process instructions are being given to employees.	132 33.90%	231 59.40%	23 5.90%	3 0.80%	3.26	0.600
4	Quality is everyone's responsibility; it is something that should be reflect in every aspect of an organization.	179 46.00%	180 46.30%	30 7.70%	0 0.00%	3.38	0.626

Weighted mean = 3.23; Std. dev = 0.6

Key: SA = Strongly Agree, A = Agree, D = Disagree, SD = Strongly Disagree
Source: Field Survey 2023

Table 4.4 presents the descriptive quality management in the selected food and beverage companies in southwest, Nigeria. The respondents indicated that some of the prevailing quality management practices include: quality is perceived as everyone's responsibility; it is something that should be reflect in every aspect of an organization ($\bar{x}$ =3.38; std dev. = 0.626); evident, sufficient and standardized documentation about work methods and process

instructions are being given to employees ($\bar{x}=3.26$; std dev. = 0.600); while the least quality management practices was that processes are designed to mistake-proof and error free ($\bar{x}=3.12$; std dev. = 0.926). On this basis, it can be inferred that some of the prevailing quality management in the selected food and beverage companies in southwest, Nigeria include: quality is perceived as everyone's responsibility; it is something that should reflect in every aspect of an organization, evident, sufficient and standardized documentation about work methods and process instructions are being given to employees, processes are designed to mistake-proof and error free among others.

Table 4.5: Descriptive Analysis of the Responses on Profitability Level of the Selected Organizations

S/N	Items	VO	O	R	VR	$\bar{x}$	Std Dev
1.	Profit level of our organization is increasing.	105 27.00%	235 60.40%	49 12.60%	0 0.00%	3.14 3.19	0.613 0.639
2.	Presently we are experiencing increase in the sales of our products.	124 31.90%	216 55.50%	49 12.60%	0	3.28	0.659
3.	Larger firms survive during economic crisis because of their diversification, whereas smaller firms find it difficult to survive and suffer more.	154 39.60%	190 48.80%	45 11.60%	0		
4	Exchange rate can determine the profitability of an organization	191 49.10%	178 45.80%	20 5.10%	0 0.00%	3.44	0.592

Weighted Mean = 3.26; Std. dev = 0.63

Key: VO = Very Often, O = Often, R = Rarely, VR = Very Rarely
Source: Field Survey 2023

For the profitability level of the firms, table 4.5 reveals that the respondents indicated that some of the areas where the profitability of the organization manifest include: exchange rate often play significant role ($\bar{x}=3.44$; std dev. = 0.592); diversification enables larger firms to

survive during economic crises as against smaller firms ($\bar{x}=3.28$; std dev. = 0.659); while the least among them was that profit level of the organization is increasing ($\bar{x}=3.14$; std dev. = 0.613). Thus, it can be inferred that the profitability of the organization manifested in the following domain: exchange rate often plays significant role, diversification enables larger firms to survive during economic crises as against smaller firms, profit level of the organization is increasing among others.

To be able to determine the profitability level of the organizations, a threshold of $\bar{x} = \frac{4+1}{2} = 2.5$ was applied. Since the overall weighted mean $\bar{x} = 3.26$, std dev.= 0.63, is higher than the threshold of 2.50. It can therefore be concluded that the profitability level of the organizations is high.

4.2.1.2 Research Question Two: To what extent does continuous improvement process affect customer satisfaction?

Tables 4.6 and 4.7 presents the results of the predominant continuous improvement process and customers satisfaction in Food and Beverages companies in Southwest, Nigeria.

Table 4.6: Descriptive Analysis of the Responses on Continuous Improvement Process

S/N	Items	SA	A	D	SD	$\bar{x}$	Std Dev
1.	Continuous improvement is a very useful aspect that can enhance competitiveness, efficiency, quality and performance.	149 38.30%	135 34.70%	30 7.770%	75 19.30%	2.92	1.108
2.	Continuous improvement is related to maintenance performance, and has a particular set of routines that assists an organization to improve performance.	74 19.00%	150 38.60%	75 19.30%	90 23.10%	2.53	1.046
3.	The adoption of the continuous improvement approach not only leads to a better performance level, but it also contributes to the innovation of the organisation.	179 46.00%	180 46.30%	30 7.70%	0 0.00%	3.38	0.626
4	The successful implementation of Continuous Improvement depends much on employee involvement at all hierarchical levels of an organization and the implemented system	180 46.30%	194 49.90%	15 3.90%	0 0.00%	3.42	0.568

Weighted mean = 3.06 Std. dev = 0.84

Key: SA = Strongly Agree, A = Agree, D = Disagree, SD = Strongly Disagree
Source: Field Survey 2023

Table 4.6 explains the predominant continuous process in Food and Beverages companies in Southwest, Nigeria. The result shows that the respondents indicated that some of the continuous improvement process include: successful implementation of continuous improvement depends much on employee involvement at all hierarchical levels of an organization and the implemented system ($\bar{x}$ =3.42; std dev. = 0.568); adoption of the continuous improvement approach not only leads to a better performance level, but it also contributes to the innovation of the organization ($\bar{x}$ =3.38; std dev. = 0.626); while the least continuous improvement process was that continuous improvement is related to maintenance

performance, and has a particular set of routines that assists an organization to improve performance ($\bar{x}=2.53$; std dev. =1.046). On this basis, it can be inferred that some of the predominant continuous process in Food and Beverages companies in Southwest, Nigeria includes: successful implementation of continuous improvement depends much on employee involvement at all hierarchical levels of an organization and the implemented system, adoption of the continuous improvement approach not only leads to a better performance level, but it also contributes to the innovation of the organization, continuous improvement is related to maintenance performance, and has a particular set of routines that assists an organization to improve performance among others.

Table 4.7: Descriptive Analysis of the Responses on Customer satisfaction

S/N	Items	VO	O	R	VR	$\bar{x}$	Std. Dev
1.	Acceptability of our products to customers is really high.	146 37.50%	218 50.600%	25 6.40%	0 0.00%	3.31	0.586
2.	We deliver our products on time to customers.	196 50.40%	176 45.20%	17 4.40%	0 0.00%	3.46	0.580
3.	Our product quality and price commensurate with our customers' satisfaction.	200 51.40%	171 44.00%	18 4.60%	0 0.00%	3.47	0.585
4	Our customers are always willing to recommend our products to their friends and families.	197 50.60%	172 44.20%	20 5.1%	0 0.00%	3.46	0.593
Weighted mean		= 3.43		Std. dev = 0.59			

Key: VO = Very Often, O = Often, R = Rarely, VR = Very Rarely

Source: Field Survey 2023

For the customer satisfaction of the firms, Table 4.6 explains that the respondents indicated that some of the areas where they feel that customers are satisfied with their products/services include: their products' quality and price commensurate with customers' needs and satisfaction ($\bar{x}=3.47$; std dev. = 0.585); products are delivered on time to the customers ($\bar{x}=3.46$; std dev. = 0.580); while the least among them was that there is high acceptability of

their products to customers ($\bar{x}=3.31$; std dev. = 0.586). Thus, it can be inferred that some of the areas where Food and Beverages companies in Southwest, Nigeria feel that customers are satisfied with their products/services include: their products' quality and price commensurate with customers' needs and satisfaction, products are delivered on time to the customers, high acceptability of their products to customers among others.

4.2.1.3 Research Question Three: What is the effect of training and development on employees' job satisfaction?

The results of the training and development process as well as the level of employees' job satisfaction in Food and Beverages companies in Southwest, Nigeria are presented in Tables 4.8 and 4.9 as follows.

Table 4.8: Descriptive Analysis of the Responses on Training and Development

S/N	Items	A	S	R	N	$\bar{x}$	Std Dev
1.	Are on-the-job and off-the job training available for employees who need training in your organization?	104 26.70%	210 54.00%	30 7.70%	45 11.60%	2.96	.899
2.	Does your organization finance training for its workforce?	105 27.00%	239 61.40%	45 11.60%	0 0.00%	3.15	.602
3.	Is there any incentive that could encourage workers who attend training programme in your organization?	135 34.70%	209 59.70%	45 11.60%	0 0.00%	3.23	.641
4	Do workers have evenly distributed chances of participating in training programme?	89 22.90%	105 27.00%	60 15.40%	135 34.70%	2.38	1.179

Weighted mean = 2.98 Std. dev = 0.83

Key: A = Always, S = Sometimes, R = Rarely, N = Never

Source: Field Survey 2023

Table 4.6 describes main training and development process that are available in Food and Beverages companies in Southwest, Nigeria. The result shows that the respondents indicated

that some of the available training and development process include: there are incentive that help encourage workers to attend training programme in their organizations ($\bar{x}$ =3.23; std dev. = .641);their organizations finance training for its workforce ($\bar{x}$ =3.15; std dev. = .602); while the least training and development process was that workers have evenly distributed chances of participating in training programme ($\bar{x}$ =2.38; std dev. =1.179). Thus, it can be concluded that some of the predominantly available training and development process in Food and Beverages companies in Southwest, Nigeria includes: availability of incentives that help encourage workers to attend training programme in their organizations, organizations finance training for its work force workers have evenly distributed chances of participating in training programme among others.

Table 4.9: Descriptive Analysis of the Responses on Job Satisfaction

S/N	Items	A	S	R	N	Mean $\bar{x}$	Std Dev
1.	I enjoy coming to work because my job is rewarding and I get a sense of personal accomplishment from it.	230 59.10%	123 31.60%	32 8.20%	4 1.00%	3.49	0.691
2.	The level of workers job satisfaction in my organisation is quite good.	215 55.30%	135 34.70%	34 8.70%	5 1.30%	3.44	0.707
3.	I have a good working relationship with my co-workers.	315 81.00%	64 16.50%	4 1.00%	6 1.50%	3.77	0.540
4.	Managers communicate frequently and honestly about issues affecting employees.	215 55.30%	140 36.00%	29 7.50%	5 1.30%	3.45	0.689
Weighted mean		= 3.54		Std. dev = 0.66			

Key: A = Always, S = Sometimes, R = Rarely, N = Never

Source: Field Survey 2023

For the job satisfaction of the firms, Table 4.9 reveals that the respondents indicated that some of the areas where they feel satisfied with their jobs include: they enjoy good working relationship with their co-workers ($\bar{x}$ =3.77; std dev. = 0.540); they enjoy coming to work

because their jobs are rewarding and they get a sense of personal accomplishment from them ($\bar{x}=3.49$; std dev. = 0.691); while the least among them was that the level of workers job satisfaction in these organizations are quite good ($\bar{x}=3.44$; std dev. = 0.707). On this basis, it can be inferred that some of the areas for the manifestation of job satisfaction in Food and Beverages companies in Southwest, Nigeria includes: enjoying good working relationship with their co-workers, they enjoy coming to work because their jobs are rewarding and they get a sense of personal accomplishment from them, the level of workers' job satisfaction in these organizations are quite good among others. To be able to ascertain the level of job satisfaction among the respondent, a threshold of $\bar{x} = \frac{4+1}{2} = 2.5$ is applied. Since the overall weighted mean $\bar{x} = 3.54$, std dev.= 0.66, is higher than the threshold of 2.50. One can, therefore, conclude that the respondents have high job satisfaction level. It can therefore be concluded that the level of job satisfaction in the organizations is high.

4.2.1.4 Research Question Four: How does customer focus influence innovation performance?

Tables 4.10 and 4.11 present the results of customer focus and innovation performance of in Food and Beverages companies in Southwest, Nigeria.

Table 4.10: Descriptive Analysis of the Responses on Customer Focus

S/N	Items	A	S	R	N	$\bar{x}$	Std Dev
1.	We usually seek customers' opinion to identify their needs	59 15.20%	150 38.60%	60 15.40%	120 30.80%	2.38	1.077

	and expectations from time to time.						
2.	Our customers give us feedback on quality and delivery performance.	30 7.70%	150 38.60%	59 15.20%	150 38.60%	2.15	1.029
3.	Consumers' complaints are used as inputs to improve our processes	30 7.70%	150 38.60%	104 26.70%	105 27.00%	2.27	0.945
4	We follow up to ensure customers' satisfaction on a regular basis.	75 19.30%	164 42.20%	60 15.40%	90 21.10%	2.58	1.047

Weighted mean = 2.35; Std. dev = 1.02

Key: A = Always, S = Sometimes, R = Rarely, N = Never
Source: Field Survey 2023

Table 4.10 examines issue of customer focus in Food and Beverages companies in Southwest, Nigeria. The result explains that the respondents indicated that some of the areas of customer focus include: following up to ensure customers' satisfaction on a regular basis ($\bar{x}$ =2.58; std dev. = 1.047); they usually seek customers' opinion to identify their needs and expectations from time to time ($\bar{x}$ =2.38; std dev. = 1.077); while the least domain of customer focus was that customers give them feedback on quality and delivery performance ($\bar{x}$ =2.15; std dev. =1.029). Thus, it can be concluded that some of the domains of customer focus in Food and Beverages companies in Southwest, Nigeria includes: following up to ensure customers' satisfaction on a regular basis, they usually seek customers' opinion to identify their needs and expectations from time to time, customers give them feedback on quality and delivery performance among others.

Table 4.11: Descriptive Analysis of the Responses on Innovation Performance

S/N	Items	A	S	R	N	$\bar{x}$	Std Dev
1.	We usually introduce new products to the market from time to time	186 47.80%	167 42.90%	36 9.30%	0 0.00%	3.39	.0650

2.	The use of latest technological innovations in our new products is high	240 61.70%	133 34.20%	14 3.60%	2 0.50%	3.57	0.591
3.	The technological competitiveness ability of our firm is high	167 42.90%	190 48.80%	27 6.90%	5 1.30%	3.33	0.663
4	The speed of a new product development of our firm is high	222 57.10%	144 37.00%	21 5.40%	2 0.50%	3.51	0.624

Weighted mean=3.45; Std. dev =0.63

Key: A = Always, S = Sometimes, R = Rarely, N = Never

Source: Field Survey 2023

For the degree of innovation of the firms, Table 4.11 shows that the respondents indicated that some of the areas of innovation performance include: the use of latest technological innovations in our new products is high ($\bar{x}$ =3.57; std dev. = 0.591); high speed of a new product development ($\bar{x}$ =3.51; std dev. = 0.624); while the least among them was that there is high technological competitiveness ability of the firm ($\bar{x}$ =3.33; std dev. = 0.707). On this basis, it can be inferred that some of the areas of innovation performance in Food and Beverages companies in Southwest, Nigeria includes: the use of latest technological innovations in our new products is high, high speed of a new product development, high technological competitiveness ability of the firm among others.

To be able to ascertain the degree of innovative performance among the respondent, a threshold of $\bar{x} = \frac{4+1}{2} = 2.5$ is applied. Since the overall weighted mean $\bar{x} = 3.45$, std dev.= 0.63, is higher than the threshold of 2.50. One can, therefore, conclude that the respondents have high degree of innovation performance level. It can therefore be concluded that the degree of innovation performance in the organizations is high.

4.2.1.5 Research Question Five: What is the moderating effect of Employee involvement on the relationship between Total Quality Management and Performance?

Table 4.12: Descriptive Analysis of the Responses on Employee Involvement

S/N	Items	A	S	R	N	$\bar{x}$	Std Dev
1.	Employees are committed to improving quality of products	299 76.90%	65 16.70%	23 5.90%	2 0.50%	3.70	.600
2.	Members of staff are motivated to put in their best to enhance productivity	267 68.60%	95 24.40%	22 5.70%	5 1.30%	3.60	.656
3.	Managers show fairness and respect in their interaction with employees	248 63.80%	120 30.80%	16 4.10%	5 1.30%	3.57	.637
4	Employees are free to express their concerns and complaints	224 57.60%	141 36.20%	19 4.90%	5 1.30%	3.50	.653
		Weighted mean = 3.59 Std. dev = 0.64					

Key: A = Always, S = Sometimes, R = Rarely, N = Never

Source: Field Survey 2023

Table 4.12 studies the employee involvement in Food and Beverages companies in Southwest, Nigeria. The result explains that the respondents indicated that some of the areas of employee involvement include: showing commitment to improving quality of products ($\bar{x}$ =3.70; std dev. = .600); staff are motivated to put in their best to enhance productivity ($\bar{x}$ =3.60; std dev. = .656); while the least area of employee involvement was that employees are free to express their concerns and complaints ($\bar{x}$ =3.50; std dev. = .653). Thus, it can be concluded that some of the areas of employee involvement in Food and Beverages companies in Southwest, Nigeria includes: showing committed to improving quality of products, staff are motivated to put in their best to enhance productivity, employees are free to express their concerns and complaints among others.

4.2.1.6 Correlation Matrix

Factor analysis checks for relationships between the data, and it is expected that there should be at least some moderate-to-high correlations in the data (for instance correlations above the value of $r=0.3$). As seen in the result of the correlation matrix for each of the variables in this study (top management commitment, quality management, training and development, customer focus and continuous improvement, profitability, customer satisfaction, job satisfaction, innovation performance, employee involvement) there are several moderate correlations which suggest that the analysis is appropriate. However, in order to avoid multicollinearity in factor analysis, any variable with a very high correlation of $r>0.9$ should be removed. In this case, there are no variables with $r>0.9$ which indicate the absence of multicollinearity. The correlation matrix table is recorded in the appendix.

4.2.1.7 Kaiser-Meyer-Olkin (KMO) and Bartlett's Test

Table 4.13 The Kaiser-Meyer-Olkin (KMO) and Bartlett's Test

Variables	KMO Test	Bartlett's Test	
		Approx. Chi-Square	Sig
Top Management Commitment	0.698	296.606	0.000
Quality Management	0.657	91.388	0.000
Training and Development	0.736	705.122	0.000
Customer Focus	0.715	313.392	0.000
Continuous Improvement	0.661	287.665	0.000
Profitability	0.821	116.468	0.000
Customer Satisfaction	0.693	254.019	0.000
Job Satisfaction	0.766	418.072	0.000
Innovation Performance	0.715	255.012	0.000
Employee Involvement	0.748	404.484	0.000

Source: Author's Computation using SPSS 26 (2023)

The table 4.13 presents the result of the Kaiser-Meyer-Olkin (KMO) which measures sampling adequacy for the overall data set and the Bartlett's test. The KMO test was conducted to examine the strength of the partial correlation (how the factors explain each

other) between the variables. The KMO values that is considered ideal and acceptable ranges from 0.6 to 1.0, while values less than 0.6 are unacceptable. For the purpose of this study, there are 4 (four) questions relating to each of the variables examined. The result of Kaiser-Meyer-Olkin measure of sampling adequacy for all of the variables as shown in the table 4.13 are all above the commonly recommended value of 0.6 for all variables. The implication of this is that there exists a strong partial correlation among the variables.

The purpose of using the Bartlett's test of Sphericity is to verify if the correlation matrix is different from the identity matrix. This is done to ensure that the data set's correlation matrix of variables is significantly dissimilar from the identity matrix, indicating the suitability of data reduction techniques. A statistically significant test result is expected to be below 0.05, indicating the rejection of the null hypothesis that the correlation matrix is the same as the identity matrix. In this study, all variables of interest yielded a Bartlett's test statistic of less than 0.01, meeting the assumptions of the principal components analysis (PCA) test. Therefore, the PCA test can be conducted.

4.2.1.8 Extracted Factors and Percentage of Variance

The factor analysis result is presented in the Table 4.14 below showing the extracted factors per variable in the study. The Table shows the summary of total variance explained for questions on each of the variables in this study. The results for each variable as well as the scree plot is presented in the appendix. Both the scree plot and eigenvalues > 1 are used to determine the underlying components for each of the variables. For the first variable, top management commitment, the analysis reveal that only one factor was extracted explaining 52.80 percent of the variation in top management commitment. This factor is labeled top management commitment (TMC). For that of quality management, the analysis showed two extracted factors explaining a total of 62.61 percent of the variance in the data. However, for the purpose of regression the variable for quality management (QM) was composed using the

mean of the two factors extracted. Only one factor was also extracted for the training and development (TD) variable which explained 62.5 percent of the variation in the variable. For customer focus, two factors were extracted which together explained 72.25 percent of the variation in customer focus. The variable, customer focus (CF) was composed using the mean of the factors extracted. Similarly, two factors were also extracted from the continuous improvement variables. The continuous improvement (CI) was composed using the mean of the two factors extracted. Meanwhile, the variable for total quality management was measured by the five variables namely Top Management Commitment, Quality Management, Training and Development, Customer Focus and Continuous Improvement. Therefore, the variable total quality management (TQM) was composed using the mean of these five variables which measures TQM.

Table 4.14 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Top Management Commitment						
TMC	2.112	52.804	52.804	2.112	52.804	52.804
Quality Management						
QM	1.441	36.022	36.022	1.441	36.022	36.022
	1.064	26.588	62.611	1.064	26.588	62.611
Training and Development						
TD	2.500	62.508	62.508	2.500	62.508	62.508
Customer Focus						
CF	1.829	45.736	45.736	1.829	45.736	45.736
	1.060	26.509	72.245	1.060	26.509	72.245
Continuous Improvement						
CI	1.908	47.702	47.702	1.908	47.702	47.702
	1.161	29.023	76.725	1.161	29.023	76.725
Profitability						
Profit	1.538	38.455	38.455	1.538	38.455	38.455
	1.110	27.748	66.203	1.110	27.748	66.203
Customer Satisfaction						
CS	2.068	51.706	51.706	2.068	51.706	51.706
Job Satisfaction						
JS	2.392	59.812	59.812	2.392	59.812	59.812
Innovation Performance						
IP	2.092	52.292	52.292	2.092	52.292	52.292
Employee Involvement						
EI	2.372	59.288	59.288	2.372	59.288	59.288

Source: Author's Computation using SPSS 26, (2023)

With respect to performance, the measures include profitability, customer satisfaction, job satisfaction and innovation performance. From the variable profitability, two factors were extracted which explains 66.2 percent of the variations of the variable. The variable for

profitability (Profit) was composed using the means of the two factors extracted. Whereas, for customer satisfaction (CS), job satisfaction (JS) and innovative performance (IP), one factor was extracted for each of the variable. The factors explained 51.71 percent, 59.81 percent and 52.29 percent respectively. Each of these factors were labeled with respect to the variable. In the same way, one factor was extracted for employee involvement which explained 59.29 percent of the variation in the variable which was labeled as employee involvement (EI).

4.2.2 Test of Hypotheses

Having obtained the series for each of the variables, each of the hypotheses in this study can therefore be tested.

4.2.2.1 Hypothesis One

H₀₁: Quality management does not have significant influence on profitability.

As indicated in Table 4.15, the hypothesis tested if there is a significant relationship between quality management and profitability of Food and Beverage Companies in South-West Nigeria. The independent variable, quality management was regressed against the dependent variable, profitability of Food and Beverage Companies in South-West Nigeria.

Table 4.15 ANOVA for the Influence of Quality Management on Profitability of Food and Beverage Companies in South-West Nigeria

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.089	1	9.089	19.023	.000 ^b
	Residual	184.911	387	.478		
	Total	194.000	388			

Source: Author's Computation using SPSS 26, (2023)

The ANOVA in table 4.15 shows that the regression model is statistically significant, as indicated by the p-value of 0.000 which is less than 5% level of significance which implies that the model exists and that quality management (QR) which is the independent variable

affects profitability. The Regression Sum of Squares of 9.089 indicates that the model explains a significant amount of variation in the dependent variable (profitability). The Residual Sum of Squares of 184.911 indicates that there is still a large amount of unexplained variation in the dependent variable.

Table 4.16 Regression Result for the Influence of Quality Management on Profitability of Food and Beverage Companies in South-West Nigeria

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics
		B	Std. Error	Beta			Tolerance VIF
1	(Constant)	4.023E-17	0.035		0.000	1.000	
	Quality Management	0.216	0.050	0.216	4.362	.000	1.000 1.000

Source: Author's Computation using SPSS 26, (2023)

The Coefficients table 4.16 shows that the intercept value is not statistically significant. The standardized coefficient (Beta) of 0.216 indicates that quality management has a moderate positive effect on profitability. The t-statistic of 4.362 and the significance level of .000 indicate that this coefficient is statistically significant at the .05 level. The coefficient for Quality Management is 0.216, which means that for every one-unit increase in quality management, there is a 0.216 unit increase in profitability. The implication of the results is that food and beverage companies in South-West Nigeria should prioritize quality management practices to improve profitability. The test for multicollinearity examined by the tolerance higher than 0.2 (Tolerance = 1) and variance inflation factor (VIF) which is less than 3 (VIF = 1) which implies the absence of multicollinearity in the model.

Table 4.17 Model Summary for the Analysis of the Influence of Quality Management on Profitability of Food and Beverage Companies in South-West Nigeria

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.216 ^a	0.047	0.044	0.69123	2.092

Source: Author's Computation using SPSS 26, (2023)

The Model Summary shows that the regression model has an R value of 0.216, which indicates a weak positive correlation between quality management and profitability. The R Square value of 0.047 indicates that only 4.7% of the variation in profitability can be explained by the variation in quality management. The Std. Error of the Estimate of 0.69123 indicates that the model's predictions are, on the average, 0.69 standard deviations away from the actual values. The Durbin-Watson statistic of 2.092 indicates that there is no autocorrelation in the residuals.

Consequently, at a level of significance of 0.05, the t-statistics is 4.362 while the p-value of the t-statistics is 0.000 which is lower than 0.05 adopted level of significance. Hence the study rejected the null hypothesis which states that there is no significant influence of quality management on profitability of Food and Beverage Companies in South-West Nigeria.

4.2.2.2 Hypothesis Two

Ho2: Continuous process improvement has no significant relationship with customers satisfaction.

The hypothesis tested if there is a significant relationship between continuous improvement and customer satisfaction of Food and Beverage Companies in South-West Nigeria. The independent variable, continuous improvement is regressed against the dependent variable, customer satisfaction of Food and Beverage Companies in South-West Nigeria.

Table 4.18 ANOVA for the Relationship between Continuous Improvement and Customer Satisfaction in Food and Beverage Companies in South-West Nigeria

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	0.524	1	0.524	0.523	0.470 ^b
	Residual	387.476	387	1.001		
	Total	388.000	388			

Source: Author's Computation using SPSS 26, (2023)

The table 4.18 shows ANOVA result indicating that the regression model is not statistically significant, as shown by the p-value of 0.470. The Regression Sum of Squares of 0.524 indicates that the model explains a very small amount of variation in the dependent variable (customer satisfaction). The Residual Sum of Squares of 387.476 indicates that there is still a large amount of unexplained variation in the dependent variable.

Table 4.19 Regression Result for the Relationship between Continuous Improvement and Customer Satisfaction in Food and Beverage Companies in South-West Nigeria

		Coefficients ^a				Collinearity Statistics	
		Unstandardized Coefficients	Std. Error	Standardized Coefficients	T	Sig.	
Model		B		Beta			VIF
1	(Constant)	2.236E-17	0.051		0.000	1.000	
	Continuous Process Improvement	-0.052	0.072	-0.037	-0.723	0.470	1.000

Source: Author's Computation using SPSS 26, (2023)

The regression result as presented by the Coefficients table 4.19 shows that the standardized coefficient (Beta) of -0.037 indicates that continuous process improvement has a very weak negative effect on customer satisfaction. The coefficient for Continuous Improvement is -0.052, which means that for every one-unit increase in continuous process improvement, there is a 0.052 unit decrease in customer satisfaction. This may be because the improvement are not in line with the demands of the customers and this mismatch may lead to a decline in customer satisfaction. The p-value of 0.470 indicates that this coefficient is not statistically significant. The test for multicollinearity examined by the tolerance higher than 0.2 (Tolerance = 1) and variance inflation factor (VIF) which is less than 3 (VIF = 1) which imply the absence of multicollinearity in the model.

Table 4.20 Model Summary for the Relationship between Continuous Improvement and Customer Satisfaction in of Food and Beverage Companies in South-West Nigeria

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.037 ^a	0.001	-0.001	1.00061483	2.108

Source: Author's Computation using SPSS 26, (2023)

The Model Summary is presented in table 4.20 which shows that the regression model has an R value of 0.037, which indicates a weak positive correlation between continuous process improvement and customer satisfaction. The R Square value of 0.001 indicates that only 0.1% of the variation in customer satisfaction can be explained by the variation in continuous process improvement. The Std. Error of the Estimate of 1.00061483 indicates that the model's predictions are, on average, 1 standard deviation away from the actual values. The Durbin-Watson statistic of 2.108 indicates that there is no autocorrelation in the residuals.

Hence, with the p-value of the t-statistics at 0.470 which is higher than 0.05 adopted level of significance. Hence the study accepted the null hypothesis which states that there is no significant relationship between continuous process improvement and customer satisfaction in Food and Beverage Companies in South-West Nigeria.

4.2.2.3 Hypothesis Three

H₀₃: Training and development does not have any significant effect on employee job satisfaction.

The hypothesis was tested to know if there is a significant effect of training and development on employee job satisfaction in Food and Beverage Companies in South-West Nigeria. The independent variable, training and development was regressed against the dependent variable, employee job satisfaction in Food and Beverage Companies in South-West Nigeria.

Table 4.21 ANOVA Result for the Effect of Training and Development on Employee Job Satisfaction in Food and Beverage Companies in South-West Nigeria

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.170	1	4.170	4.205	0.041 ^b
	Residual	383.830	387	0.992		
	Total	388.000	388			

Source: Author's Computation using SPSS 26, (2023)

The table 4.21 presents the ANOVA results which shows that the regression model is statistically significant, as indicated by the p-value of 0.041. The Regression Sum of Squares of Table 4.21 indicates that the model explains a small amount of variation in the dependent variable (job satisfaction). The Residual Sum of Squares of 383.830 indicates that there is still a large amount of unexplained variation in the dependent variable.

Table 4.22 Regression Result for the Effect of Training and Development on Employee Job Satisfaction in Food and Beverage Companies in South-West Nigeria

Coefficients ^a							
		Unstandardized Coefficients	Standardized Coefficients	Collinearity Statistics			
Model		B	Std. Error	Beta	T	Sig.	
1	(Constant)	-1.988E-16	0.050		0.000	1.000	
	Training and Development	0.104	0.051	0.104	2.051	0.041	1.000 1.000

Source: Author's Computation using SPSS 26, (2023)

The regression result testing the third hypothesis is presented in the table 4.22. The result shows that the standardized coefficient (Beta) of 0.104 indicates that training and development has a positive effect on employee job satisfaction. The p-value of 0.041 indicates that this coefficient is statistically significant. This coefficient for Training and Development of 0.104, means that for every one-unit increase in training and development, there is a 0.104 unit increase in job satisfaction. This implies that food and beverage companies in South-West Nigeria should continue to prioritize training and development programs to enhance employee job satisfaction. The test for multicollinearity examined by

the tolerance higher than 0.2 (Tolerance = 1) and variance inflation factor (VIF) which is less than 3 (VIF = 1) which imply the absence of multicollinearity in the model.

Table 4.23 Model Summary for the Effect of Training and Development on Employee Job Satisfaction in Food and Beverage Companies in South-West Nigeria

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.104 ^a	0.011	0.008	0.99589561	1.762

Source: Author's Computation using SPSS 26, (2023)

The Model Summary as presented in that table 4.23 shows that the regression model has an R value of 0.104, which indicates a weak positive correlation between training and development and job satisfaction. The R Square value of 0.011 indicates that only 1.1% of the variation in job satisfaction can be explained by the variation in training and development. The Std. Error of the Estimate of 0.99589561 indicates that the model's predictions are, on average, 0.99 standard deviations away from the actual values. The Durbin-Watson statistic of 1.762 indicates the absence autocorrelation in the residuals.

Therefore, at a level of significance of 0.05, the t-statistics is 2.051 while the p-value of the t-statistics is 0.041 which is lower than 0.05 adopted level of significance. Hence the study rejected the null hypothesis which states that there is no significant effect of training and development on employee job satisfaction in Food and Beverage Companies in South-West Nigeria.

4.2.2.4 Hypothesis Four

H₀₄: There is no significant effect of customer focus on innovation performance.

The hypothesis examined the significant effect of customer focus on innovative performance of Food and Beverage Companies in South-West Nigeria. The independent variable, customer focus is regressed against the dependent variable, innovation performance of Food and Beverage Companies in South-West Nigeria.

Table 4.24 ANOVA Result for the Effect of Customer Focus on Innovation Performance of Food and Beverage Companies in South-West Nigeria

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.823	1	2.823	2.836	0.093 ^b
	Residual	385.177	387	0.995		
	Total	388.000	388			

Source: Author's Computation using SPSS 26, (2023)

Table 4.24 presents the ANOVA table which shows that the regression model is not statistically significant at 5 percent but at 10%, as indicated by the p-value of 0.093. The Regression Sum of Squares of 2.823 indicates that the model explains a very small amount of variation in the dependent variable (innovative performance). The Residual Sum of Squares of 385.177 indicates that there is a large amount of unexplained variation in the dependent variable.

Table 4.25 Regression Result for the Effect of Customer Focus on Innovation Performance of Food and Beverage Companies in South-West Nigeria

Coefficients ^a							
		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	
1	(Constant)	3.823E-17	0.051		0.000	1.000	
	Customer Focus	0.121	0.072	0.085	1.684	.093	1.000 1.000

Source: Author's Computation using SPSS 26, (2023)

The result of the regression that tests the fourth objective is presented in Table 4.25. From the table, it shows that the standardized coefficient (Beta) of 0.085 indicates that customer focus has a positive effect on innovation performance. The p-value of 0.093 indicates that this coefficient is not statistically significant at 5 percent but at 10 percent level. The coefficient for customer focus is 0.121, which means that for every one-unit increase in customer focus, there is a 0.121 unit increase in innovation performance. The implication of this is that food and beverage companies in South-West Nigeria may need to focus on other areas besides

customer focus to improve their innovation performance. Meanwhile, the test for multicollinearity examined by the tolerance higher than 0.2 (Tolerance = 1) and variance inflation factor (VIF) which is less than 3 (VIF = 1) which imply the absence of multicollinearity in the model.

Table 4.26 Model Summary for the Effect of Customer Focus on Innovation Performance of Food and Beverage Companies in South-West Nigeria

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.085 ^a	0.007	0.005	0.99764254	1.908

Source: Author's Computation using SPSS 26, (2023)

The model summary for the regression of the effect of customer focus on innovative performance of food and beverage companies in south-west Nigeria is presented in the Table 4.26 above. This shows that the regression model has an R value of 0.085, which indicates a very weak positive correlation between customer focus and innovative performance. The R Square value of 0.007 indicates that only 0.7% of the variation in innovative performance can be explained by the variation in customer focus. The Std. Error of the Estimate of 0.99764254 indicates that the model's predictions are, on average, 0.9976 standard deviations away from the actual values. The Durbin-Watson statistic of 1.908 indicates that there is no autocorrelation in the residuals.

Consequently, the t-statistics is 1.684 while the p-value of the t-statistics is 0.093 which implied a unit higher than 0.05 adopted level of significance. Hence, the study accepted the null hypothesis which states that there is no significant effect of customer focus on innovation performance of Food and Beverage Companies in South-West Nigeria.

4.2.2.5 Hypothesis Five

Ho5: Employee involvement has no significant mediating effect on the relationship between Total Quality Management and firm Performance.

The hypothesis was tested to ascertain if there is a significant moderating effect of employee involvement on the relationship between total quality management and performance of Food and Beverage Companies in South-West Nigeria. The independent variable, the interaction of total quality management and employee involvement was regressed against the dependent variable, performance of Food and Beverage Companies in South-West Nigeria.

Table 4.27 ANOVA Result for the Analysis of the Mediating Effect of Employee Involvement on the Relationship between Top Quality Management and Performance

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	84.918	3	28.306	116.740	0.000 ^b
	Residual	93.350	385	0.242		
	Total	178.268	388			

Source: Author's Computation using SPSS 26, (2023)

It was found from the ANOVA presented in table 4.27 that the regression model is highly statistically significant, with a p-value of 0.000. The Regression Sum of Squares of 84.918 indicates that the model explains a substantial amount of variation in the dependent variable (performance). The Residual Sum of Squares of 93.350 indicates that there is still some unexplained variation in the dependent variable.

Table 4.28 Regression Result for the Analysis of the Mediating Effect of Employee Involvement on the Relationship Between Total Quality Management and Performance of Food and Beverage Companies in South-West Nigeria.

		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients				
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	0.006	0.025		0.225	0.822		
	Employee Involvement	0.420	0.026	0.619	16.342	0.000	0.947	1.056
	Employee Involvement and Total Quality Management	-0.081	0.051	-0.059	-1.569	0.118	0.956	1.047
	Total Quality Management	0.283	0.055	0.191	5.092	0.000	0.967	1.034

Source: Author's Computation using SPSS 26, (2023)

The regression result for the analysis of the mediating effect of employee involvement on the relationship between total quality management and performance of food and beverage companies in south-west Nigeria is presented in the table 4.28 above.

Examining the coefficients results, it was found that the standardized coefficient (Beta) of 0.619 suggests that employee involvement has a strong positive effect on performance. This indicates that a one-unit increase in employee involvement is associated with a 0.420 unit increase in performance. This coefficient is statistically significant with a p-value of 0.000.

On the other hand, in the case of the total quality management, the standardized coefficient (Beta) of 0.191 suggests that total quality management has a moderate positive effect on performance. This coefficient is statistically significant with a p-value of 0.000. The coefficient for Total Quality Management is 0.283, indicating that a one-unit increase in total quality management is associated with a 0.283 unit increase in performance.

Notwithstanding the positive and significant effect of total quality management and employee involvement individually on the performance of food and beverage companies in south-west

Nigeria, when the two variables interact (total quality management and employee involvement), their interaction results in a negative (-0.081) effect on the performance of food and beverage companies in south-west Nigeria. However, this negative effect is not statistically significant ($p\text{-value} = 0.118$). This suggests that the interaction between employee involvement and total quality management does not have a significant mediating effect on performance of food and beverage companies in south-west Nigeria.

The test for multicollinearity examined by the tolerance higher than 0.2 (Tolerance = 1) and variance inflation factor (VIF) which is less than 3 (VIF = 1) which imply the absence of multicollinearity in the model.

Table 4.29 Model Summary for the Analysis of the Mediating Effect of Employee Involvement on the Relationship Between Top Quality Management and Performance of Food and Beverage Companies in South-West Nigeria

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.690 ^a	0.476	0.472	0.49241	1.709

Source: Author's Computation using SPSS 26, (2023)

Table 4.29 presents the model summary which shows that the regression model has an R value of 0.690, indicating a moderately strong positive correlation between the predictor variables (total quality management and employee involvement) and the performance of the companies. The R Square value of 0.476 indicates that 47.6% of the variation in performance can be explained by the variation in the predictor variables. The Adjusted R Square value of 0.472 suggests that the model's overall fit is slightly improved by including the predictor variables. The Std. Error of the Estimate of 0.49241 indicates that, on average, the model's predictions deviate by 0.49 standard deviations from the actual performance values. The Durbin-Watson statistic of 1.709 indicates that there is no significant autocorrelation in the residuals.

Hence, at a level of significance of 0.05, the t-statistics is -1.569 while the p-value of the t-statistics is 0.118 which is higher than 0.05 adopted level of significance. Hence, the study accepted the null hypothesis which states that employee involvement has no significant mediating effect on the relationship between total quality management and performance of Food and Beverage Companies in South-West Nigeria.

4.3 Discussion of Findings

This section presents the discussion of major findings, including the test of hypotheses. The discussion was done by comparing the degree of conformity or otherwise of the study findings with the available literature. This study examined total quality management practices and its influence on firm performance of Food and Beverage Companies in South-West Nigeria as well as the mediating effect of employee involvement on both total quality management practices and firm performance. Total quality management practices was measured using top management commitment, quality management, training and development, customer focus and continuous improvement, while performance was measured by profitability, customer satisfaction, job satisfaction and innovative performance. Employee involvement was also examined. In order to use the response of the participants as data to achieve the stated objectives, the responses had to be subjected to statistical tests. Findings from the result provided some insights into the activities and performance of Food and Beverage Companies in South-West Nigeria.

The first objective was to determine the influence of quality management on profitability of Food and Beverage Companies in south west Nigeria. Findings revealed that the ANOVA table confirms the statistical significance of the regression model, with a p-value of 0.000. This implies that the model exists and that quality management (QR) significantly affects profitability. The Regression Sum of Squares of 9.089 indicates that the model explains a

significant amount of the variation in profitability. However, the Residual Sum of Squares of 184.911 suggests that there is still a substantial amount of unexplained variation in profitability, indicating the presence of other influential factors. The Coefficients coefficient for quality management is 0.216, indicating that for every one-unit increase in quality management, there is a 0.216 unit increase in profitability. This is statistically significant at the 0.05 level, with a t-statistic of 4.362. The standardized coefficient (Beta) of 0.216 suggests that quality management has a moderate positive effect on profitability.

The implication of these results is that food and beverage companies in South-West Nigeria should prioritize quality management practices to improve profitability. By implementing effective quality management systems and processes, such as quality control measures, supplier management, and continuous improvement initiatives, companies can enhance their profitability. These practices can lead to higher product quality, improved customer satisfaction, reduced waste, and better overall operational efficiency. It is worthy of note that the model's explanatory power is relatively low, as indicated by the R Square value of 0.047. This means that only 4.7% of the variation in profitability is explained by the variation in quality management. Therefore, it is crucial to consider other factors that may have a more significant influence on profitability in the food and beverage industry in South-West Nigeria.

These findings to a very large extent align with previous research that has emphasized the importance of quality management practices in improving profitability. Therefore, organizations should key in to the enormous benefits associated with quality management practices as the total implementation can improve firm profitability. Several studies, most of which have been carried out in developed and developing countries on the effect of quality management dimensions on profitability with diverse of findings. Some of the studies concluded that quality management has a positive significant influence on profitability^{2,3,4,5}.

A research was conducted by adopting quality management dimensions such as customer

focus, research and development and leadership commitment and found a significant positive effect of quality management on profitability⁴. Some studies have reported stronger relationships between quality management and profitability. For example, a study conducted in the manufacturing sector in Australia found a higher R Square value, indicating a greater proportion of profitability variation explained by quality management practices⁵.

However, the presence of a substantial amount of unexplained variation in profitability, as indicated by the Residual Sum of Squares in this research, suggests the involvement of other factors that may affect profitability in addition to quality management. To gain a more comprehensive understanding of profitability determinants in this industry, it would be beneficial to explore other relevant factors such as customer satisfaction, cultural influences, and employee empowerment, among others^{6,7,8}.

The second objective explored the extent to which continuous improvement process affect customers' satisfaction on Food and Beverage Companies in South-West Nigeria. Empirical evidence from the findings revealed that continuous improvement process has no statistically significant effect on customer satisfaction for food and beverage companies in South-West Nigeria. The results showed that the coefficient for Continuous Improvement is -0.052, which means that for every one-unit increase in continuous process improvement, there is a 0.052 unit decrease in customer satisfaction. This may be because the improvements are not in line with the demands of the customers, leading to a mismatch that could result in a decline in customer satisfaction.

This position has been buttressed by the results of earlier studies conducted in the service industry. In a study, it was found that continuous process improvement does not significantly impact customer satisfaction in the banking industry of Bangladesh⁹. Similarly, another study found that continuous improvement initiatives in the restaurant industry did not have a

significant effect on customer satisfaction¹⁰. However, the findings of this study differ from those of other studies that have shown a positive relationship between continuous process improvement and customer satisfaction. For example, in a study, it was found that continuous process improvement positively impacted customer satisfaction in the Brazilian service industry¹¹. A related study found that continuous process improvement positively affected customer satisfaction in the Spanish hotel industry¹².

The third objective examined the effect of training and development on employee job satisfaction in Food and Beverage Companies in South-West Nigeria. Consistent with findings in the literature the results indicated that training and development has a statistically significant, but weak positive effect on employee job satisfaction. The ANOVA results show that the regression model is statistically significant, as indicated by the p-value of 0.041. The standardized coefficient (Beta) of 0.104 indicates that for every one-unit increase in training and development, there is a 0.104 unit increase in job satisfaction.

The findings of this study are consistent with previous research on the relationship between training and development and job satisfaction. The finding further corroborated earlier studies. A study found that training and development significantly and positively affected job satisfaction among employees in the banking sector in Pakistan¹³. Another study also found a positive relationship between training and development and job satisfaction among employees in the hospitality industry in Ghana¹⁴. However, it is important to note that the effect and size found in those studies were generally larger than the effect and size found in this study. One possible explanation for the weak effect size found in this study is that other factors, such as pay and benefits, may have a greater impact on job satisfaction in the food and beverage industry in South-West Nigeria. Therefore, food and beverage companies in South-West Nigeria should not rely solely on training and development programs to enhance

employee job satisfaction, but should also consider other factors that contribute significantly to job satisfaction in this industry.

Other also conducted a study examining the effects of employee empowerment, teamwork, and employee training on job satisfaction. They found that employee training positively influenced job satisfaction. This supports the idea that training and development initiatives can contribute to employees' overall satisfaction with their jobs¹⁵. Also, the outcomes of some other studies suggested that training affects an employee's job performance and job satisfaction^{16,17,18}. Therefore, this research has brought to light and narrowed the gap in the literature that, training plays a crucial part in an employee's job performance and job satisfaction. This is due to the knowledge and skills which are transferred from the training provider to the trainees principally on new management techniques that enhances job performance and job satisfaction^{19,20}. In addition, training helps to build the right attitudes towards an employee's job and helps employees to unlearn negative attitudes. This study has proven that through extensive training programs, employees gain more confidence at work resulting to job satisfaction^{21,22}.

Conversely, it is important to note that the weak positive effect observed in this current study may differ from other research findings. The influence of training and development on job satisfaction can vary depending on various factors such as the nature of the training, its relevance to job tasks, and the organizational context. Additionally, it is worth considering other factors that contribute to job satisfaction, as highlighted in the literature. For example, a study explored the job satisfaction and motivation of teachers and identified various factors that impact satisfaction, including work environment, salary, recognition, and workload. While the current study focuses on training and development, it is crucial to recognize that job satisfaction is a multifaceted construct influenced by various factors²³.

The fourth objective explored how customer focus influence innovation performance of Food and Beverage Companies in South-West Nigeria. The result of the analysis showed that customer focus does not have any significant effect on innovation performance, with a coefficient of 0.121. The p-value of 0.093 indicates that this coefficient is not statistically significant at 0.05 level of significance. This implies that there may be other factors that contribute more significantly to innovation performance in this industry. The food and beverage companies in South-West Nigeria may need to focus on other areas besides customer focus to improve their innovation performance.

The insignificant effect of customer focus on innovation performance is consistent with the findings of several studies. For example, in a related study on Indonesian manufacturing firms, customer focus was found to have no significant effect on product innovation²⁴. Similarly, another study emphasized the significance of customer interaction in service innovation. The interrelationship between service features, job satisfaction, and customer satisfaction was examined, findings revealed that customer satisfaction positively affects innovation performance in the transport sector²⁵.

Furthermore, a research was conducted and it was found that customer orientation significantly affects marketing innovation. The study confirmed that an important factor in improving the innovativeness of organizations is customer orientation. Thus, continuous or periodic marketing innovation should be a norm among firms. This is because when a market driven organization anticipate customer needs, they respond to them through marketing innovation by bringing on board innovative products and services. Thus, innovation is an essential element of customer focus²⁶.

The fifth objective analyzed the mediating effect of Employee involvement on the relationship between total quality management and performance. The regression results indicate that both employee involvement and TQM individually have positive and significant effects on performance. However, when the two variables interacted, their interaction does not significantly impact performance. The findings show that employee involvement has a strong positive effect on firm performance, as indicated by the standardized coefficient (Beta) of 0.619. This suggests that a one-unit increase in employee involvement is associated with a 0.420 unit increase in performance. The coefficient for employee involvement is statistically significant ($p\text{-value} = 0.000$), indicating the importance of actively engaging employees in decision-making processes and empowering them in the workplace. Similarly, total quality management has a moderate positive effect on performance, as indicated by the standardized coefficient (Beta) of 0.191. A one-unit increase in total quality management is associated with a 0.283 unit increase in performance. The coefficient for total quality management is also statistically significant ($p\text{-value} = 0.000$), emphasizing the significance of implementing effective total quality management practices in enhancing firm performance.

However, as amplified by the respondents in the study the interaction between employee involvement and total quality management does not significantly mediate the relationship with firm performance. The negative coefficient of -0.081 suggested that the interaction has a slight negative effect, but this effect is not statistically significant ($p\text{-value} = 0.118$). This implies that employee involvement does not have significant moderating effect on the relationship between total quality management and performance of food and beverage companies in the south west Nigeria. Hence, the simultaneous presence of high employee involvement and strong TQM practices does not result in an additional benefit in terms of performance.

While this finding is specifically in the context of food and beverage companies in South-West Nigeria, there are studies examining the moderating effect of employee involvement on the relationship between TQM and performance in other industries or regions. The finding that employee involvement and TQM have positive effects on performance aligns with previous research. For instance, a study found that employee involvement positively influenced the relationship between TQM practices and organizational performance²⁷. The study offered an empirical evidence on the impact of TQM practices on Hotel's performance in Vietnam's hospitality industry. The findings indicate that TQM practices have a positive effect on hotels' business results, and that TQM practices promote firm performance. These studies highlight the importance of employee involvement and TQM practices in driving performance. They emphasize the need for companies to actively engage employees and implement effective quality management practices to improve performance outcomes. While the findings of the current study may differ slightly due to the specific context, they reinforce the broader understanding of the positive effects of employee involvement and TQM on performance.

The positive relationship among TQM practices and organisation performance measures indicates the importance of each of these practices to improve firm business. This can help managers to analyse the effects of TQM practices on performance measures. It can also motivate the top management of the firms to involve in the better planning of organizations goals, arrange resources in time, effort, and capital to the implementation of TQM practices in pursuit of improved quality, employee, and firm performances²⁸.

Endnotes

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Chapter Five

Conclusion

This chapter presents a summary of findings, conclusion and recommendations based on the result of the analysis carried out. It also discusses the contribution to knowledge and suggested areas for further study.

5.1 Summary of Findings

This study was focused on how to address the gap in existing literature by exploring the effect of total quality management practices and with its nexus on the performance of selected Food and Beverage Companies in South-West Nigeria, and putting into consideration the mediating effect of employee involvement. The study measured total quality management practices by top management commitment, quality management, training and development, customer focus, and continuous improvement, while firm performance was assessed through profitability, customer satisfaction, job satisfaction, and innovation performance. Specifically, the study investigated the influence of quality management on profitability. It explored the relationship between continuous improvement and customer satisfaction. It also examined the impact of training and development on job satisfaction. In the same vein, the research assessed the influence of customer focus on innovation performance, and ascertained the mediating effect of employee involvement on the relationship between total quality management and firm performance. To achieve these objectives, data was collected with the aid of questionnaires. A total number of 400 copies of the questionnaire were administered to full time staff of selected food and beverage companies in southwest Nigeria. From the total questionnaire administered, 389 were returned and found useful for analysis giving a response rate of 97.3%. Based on the demographic information of the respondents, the study was dominated by male respondents

(53.5%) and the majority of respondents were under 30 years of age (52.7%). Most respondents had an HND/First degree certificate (62.7%) and were either management staff (35.5%) or junior staff (35.2%). The majority of the respondents had been on the job for about 5-10 years (73.9%) and were single (58.9%). The data generated from the respondents were subjected to statistical tests.

This study employed the exploratory factor analysis which is a statistical technique used to condense the information contained in a large number of variables into a number of information factors. However, checks were conducted to confirm if the exploratory factor analysis was appropriate, this include the correlation test which confirmed that the correlation matrix for the variables of this study showed several moderate correlations which suggested that the analysis was appropriate. Also the Kaiser-Meyer-Olkin (KMO) and Bartlett's test were also carried out. The result of Kaiser-Meyer-Olkin measure of sampling adequacy for each of the variables are above the 0.6 threshold for all variables. The implication of this is that there exists a strong partial correlation among the variables. Also, the Bartlett's test of Sphericity in this study is less than 0.01 for all variables of interest. With the results meeting the assumptions of the principal components analysis (PCA) test, this means that PCA test can therefore be carried out. For each variable, both the scree plot and eigenvalues > 1 was used to determine the underlying components and the factor component with the highest load which is more relevant in defining the variable's dimension was considered and were used to represent each variable. Regression tests were then carried out in line with the objectives of this study and the findings provided some insights into the activities and performance of food and beverage companies in south west Nigeria.

The study's first objective was to examine the impact of quality management on profitability in the food and beverage sector in South-West Nigeria. Results showed that quality

management significantly affects profitability, with a coefficient of 0.216 indicating a moderate positive effect. However, the amount of variation in profitability explained by quality management is relatively low, at 4.7%.

The second objective investigated the effect of continuous process improvement on customer satisfaction. The result of the study found that continuous process improvement has no functional relationship with customer satisfaction in the food and beverage industry in South-West Nigeria. The coefficient for continuous improvement was negative, indicating that an increase in continuous improvement could lead to a decrease in customer satisfaction. The plausible justification for this could be because the improvements were not meeting the demands of customers, which can directly or indirectly affect the satisfaction of their customers.

The third objective examined the effect of training and development on employee job satisfaction in Food and Beverage Companies in South-West Nigeria. The results indicated that training and development has a statistically significant, positive effect on employee job satisfaction. The ANOVA results also showed that the regression model is statistically significant, as indicated by the p-value of 0.041. The standardized coefficient (Beta) of 0.104 indicates that for every one-unit increase in training and development, there is a 0.104 unit increase in job satisfaction.

The fourth objective assessed how customer focus influence innovation performance of Food and Beverage Companies in South-West Nigeria. The result of the analysis showed that customer focus has no significant effect on innovation performance, with a coefficient of 0.121. However, there may be other factors that contribute more significantly to innovation performance in this industry. The food and beverage companies in South-West Nigeria may need to focus on other areas besides customer focus to improve their innovative performance.

The fifth objective analyzed the mediating effect of Employee involvement on the relationship between total quality management and performance. The result of the analysis showed that employee involvement does not have any significant mediating effect on the relationship between total quality management and performance. The regression results indicated that both employee involvement and TQM individually have positive and significant effects on performance. However, when the two variables interacted, their interaction did not significantly impact performance. The findings showed that employee involvement has a strong positive effect on performance, as indicated by the standardized coefficient (Beta) of 0.619. This suggests that a one-unit increase in employee involvement is associated with a 0.420 unit increase in performance. The coefficient for employee involvement is statistically significant ($p\text{-value} = 0.000$), indicating the importance of actively engaging employees in decision-making processes and empowering them in the workplace. Similarly, total quality management has a moderate positive effect on performance, as indicated by the standardized coefficient (Beta) of 0.191. The coefficient for total quality management was also statistically significant ($p\text{-value} = 0.000$), emphasizing the significance of implementing effective quality management practices in enhancing performance.

However, the interaction between employee involvement and total quality management did not significantly mediate the relationship with performance. The negative coefficient of -0.081 suggested that the interaction has a slight negative effect, but this effect was not statistically significant ($p\text{-value} = 0.118$). This implies that employee involvement does not have significant mediating effect on the relationship between total quality management and performance of food and beverage companies in the south west Nigeria. Hence, the simultaneous presence of high employee involvement and strong TQM practices does not result in an additional benefit in terms of performance.

5.2 Conclusion

This study explored total quality management practices and how its influence on the performance of selected Food and Beverage Companies in South-West Nigeria as well as the mediating effect of employee involvement. The study found that quality management has a significant positive effect on profitability of the food and beverage sector while continuous process improvement does not have a significant impact on customer satisfaction. Training and development has a positive and statistically significant effect on job satisfaction. It was also found that customer focus has an insignificant effect on innovation performance in the Food and Beverage Companies in South-West Nigeria. Also, employee involvement does not have any significant mediating effect on the relationship between total quality management and firm performance. Rather, TQM and employee involvement were found to have individual positive effects on the performance of selected food and beverage companies in South-West Nigeria.

However, their interaction did not significantly mediate the relationship with firm performance. On the overall, total quality management has a significant influence on performance as well as employee involvement although, employee involvement was unable to mediate the relationship between total quality management and firm performance. The study concluded that TQM serves as the spring leverage of high performance work system by ensuring employee involvement in manufacturing companies.

5.3 Recommendations

Based on the findings of this study, the following were recommended:

- i. As a result of the insignificant effect of continuous process improvement, companies in this industry should focus on other factors to improve customer satisfaction, such as product quality, customer service, and pricing.
- ii. Training and development programs should be encouraged among food and beverage companies in south west Nigeria as it has potentials to improve employee performance and ultimately firm performance.
- iii. Companies in this sector should prioritize quality management system to enhance profitability.
- iv. These organizations need to align their improvement process needs with the demands of customers to improve customer satisfaction.
- v. Total quality management and employee involvement should be implemented independently since their combination may not improve performance.

5.4 Contribution to Knowledge

The contribution of this study to the existing body of knowledge can be recognized conceptually, practically and methodologically as follows:

1. The study has provided an insight into the effect of Total Quality Management on Firm Performance, with the mediating influence of employee involvement. It unraveled that quality management significantly affected profitability, while the study also indicated that training and development has a positive effect on employee job satisfaction.

2. The study has provided key insights into the understanding of total quality management and its effect on performance in Nigeria organizations. More so, the research introduced a key mediating variable of employee involvement, which made the study more unique and robust in its findings with reliable body of evidence on the effect of total quality management on firm performance. Thus, the study has thrown some exceptional illumination on employee involvement as a participative management and organizational process initiated by management to empower employees to contribute to managerial decision, for performance optimisation.
3. Furthermore, the study offered significant empirical information which has well exposed the positive disposition of employee involvement as management view point of enabling employees to contribute to organisations' continuous improvement and success. In fact, this contribution has filled a conceptual gap in the literature regarding the involvement of employees in organizational processes for improved performance. Despite several studies on the nexus of the relationship between total quality management and firm performance, the injection of employee involvement into the study has made the work a modest pioneering research attempt exclusively from management perspective, using the constructs of total quality management in the food and beverage companies.
4. Methodologically, the study has adopted a qualitative approach to the study of total quality management and performance in Food and Beverage companies in South-West Nigeria. The study has systematically gathered its findings using questionnaire survey. This quest was to secure a sophisticated procedure and better objectivity in this study. In essence, the empirical implication of the approach with the introduction of employee involvement has further offered an explicit complimentary aid in

providing a more detailed view on the effect of total quality management on performance in Nigerian firms. However, in this study, the result of the hypothesis five indicated that employee involvement does not have a statistically mediating effect on the relationship between total quality management and firm performance. Rather, TQM and employee involvement were found to have individual positive effects on the performance of selected food and beverage companies in South-West Nigeria.

5. Lastly, the combination of indigenous and foreign literature in the conceptual foundation in this study provided the advantage for comparison. This has in fact promoted the stock literature used in this study, making it a useful reference point and vital resource material for future researchers.

5.5 Suggested Areas for Further Research

Primary data collected from food and beverage company employees in south-west Nigeria, formed the basis of this study, but future research using longitudinal secondary data could strengthen analysis. However, more extensive research is needed to explore the relationship between continuous process improvement and customer satisfaction in more details, using larger sample sizes or different data collection methods. Similarly, more research is required to investigate the relationship between customer focus and innovation performance, while identifying other influential factors. Conducting focused research on food and beverage companies in South-West Nigeria would enhance our understanding and provide valuable insights for industry practitioners.

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Appendix i

Factor Analysis Result - Top Management Commitment

Descriptive Statistics

Descriptive Statistics

	Mean	Std. Deviation	Analysis N
In my organization, top management is committed to customer's satisfaction in quality of products	3.60	.582	389
Top management has objectives and policy for quality performance	3.65	.478	389
Top management usually provides all essential resources to accomplish quality goals	3.53	.553	389
Top management is committed to continuous improvement of products	3.15	.686	389

Correlation

Correlation Matrix

	In my organization, top management is committed to customer's satisfaction in quality of products	Top management has objectives and policy for quality performance	Top management usually provides all essential resources to accomplish quality goals	Top management is committed to continuous improvement of products
Correlation	1.000	.473	.459	.265
	In my organization, top management is committed to customer's satisfaction in quality of products	1.000	.528	.142
	Top management has objectives and policy for quality performance		1.000	
				1.000

Top management usually provides all essential resources to accomplish quality goals	.459	.528	1.000	.271
Top management is committed to continuous improvement of products	.265	.142	.271	1.000

KMO Test

KMO and Bartlett's Test

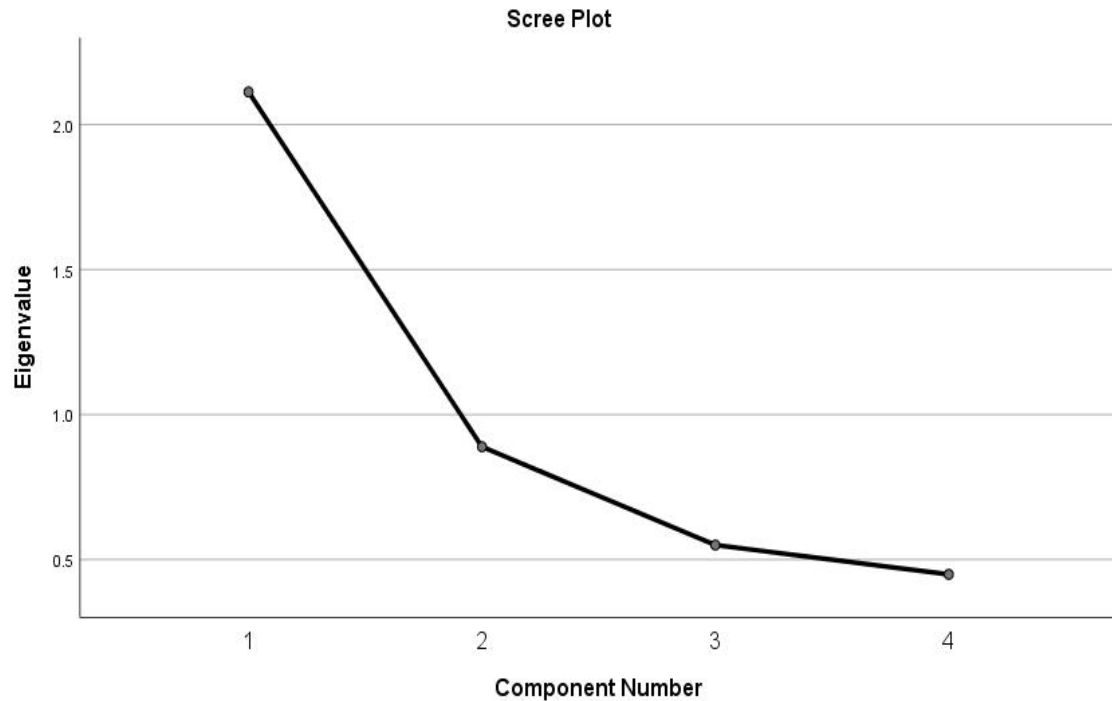
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.698
Bartlett's Test of Sphericity	Approx. Chi-Square	296.606
	Df	6
	Sig.	.000

Total Variance Explained

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.112	52.804	52.804	2.112	52.804	52.804
2	.889	22.221	75.026			
3	.550	13.750	88.776			
4	.449	11.224	100.000			

Extraction Method: Principal Component Analysis.



Rotated Component Matrix^a

	Component	
	1	2
We make use of wide range of statistical techniques to lessen disparity in process.	.833	
Evident, sufficient and standardized documentation about work methods and process instructions are being given to employees	.808	
Quality is everyone's responsibility; it is something that should be reflect in every aspect of an organization		.783
In our firm, processes are designed to mistake-proof and error free		.601

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Appendix ii

Factor Analysis Result - Quality Management

Descriptive Statistics

	Mean	Std. Deviation	Analysis N
In our firm, processes are designed to mistake-proof and error free	3.12	.926	389
We make use of wide range of statistical techniques to lessen disparity in process.	3.15	.570	389
Evident, sufficient and standardized documentation about work methods and process instructions are being given to employees	3.26	.600	389
Quality is everyone's responsibility; it is something that should be reflect in every aspect of an organization	3.38	.626	389

Correlation Matrix

	In our firm, processes are designed to mistake-proof and error free	We make use of wide range of statistical techniques to lessen disparity in process.	Evident, sufficient and standardized documentation about work methods and process instructions are being given to employees	Quality is everyone's responsibility; it is something that should be reflect in every aspect of an organization
Correlation	1.000	.015	.059	.028
In our firm, processes are designed to mistake-proof and error free		.015	.402	-.199
We make use of wide range of statistical techniques to lessen disparity in process.				

Evident, sufficient and standardized documentation about work methods and process instructions are being given to employees	.059	.402	1.000	.031
Quality is everyone's responsibility; it is something that should be reflect in every aspect of an organisation	.028	-.199	.031	1.000

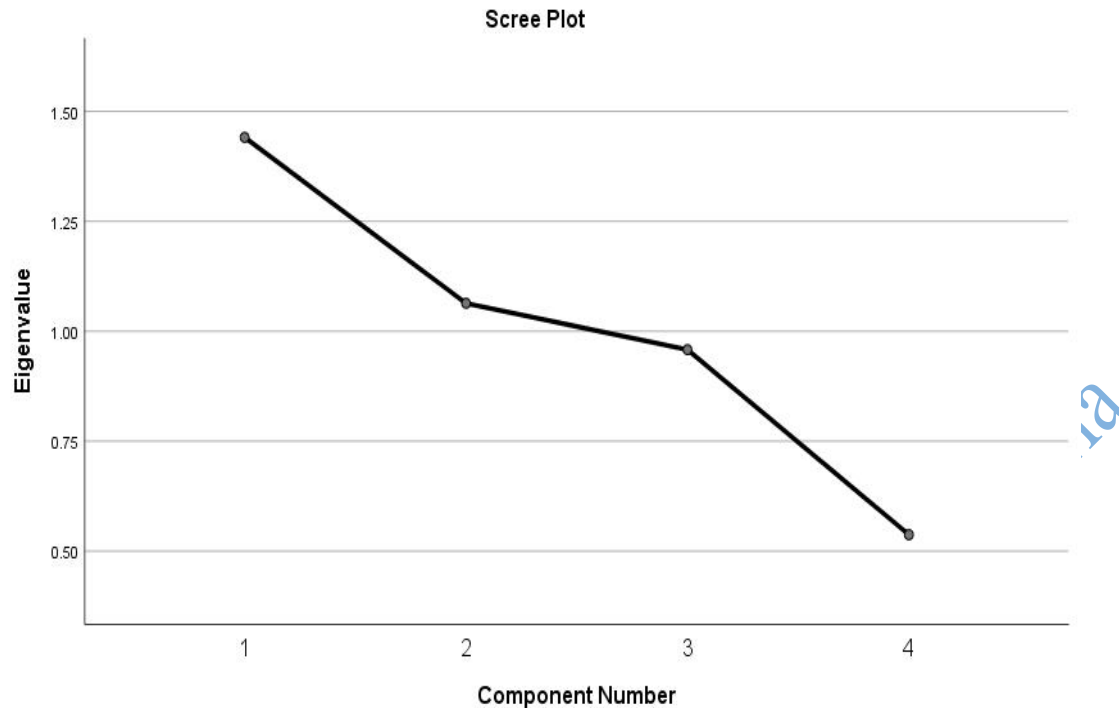
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.657
Bartlett's Test of Sphericity	Approx. Chi-Square	91.388
	Df	6
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.441	36.022	36.022	1.441	36.022	36.022	1.434	35.857	35.857
2	1.064	26.588	62.611	1.064	26.588	62.611	1.070	26.754	62.611
3	.958	23.953	86.564						
4	.537	13.436	100.000						

Extraction Method: Principal Component Analysis.



Rotated Component Matrix^a

	Component	
	1	2
We make use of wide range of statistical techniques to lessen disparity in process.	.833	
Evident, sufficient and standardized documentation about work methods and process instructions are being given to employees	.808	
Quality is everyone's responsibility; it is something that should be reflect in every aspect of an organization		.783
In our firm, processes are designed to mistake-proof and error free		.601

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Appendix iii

Factor Analysis Result - Training and Development

Descriptive Statistics

Descriptive Statistics

	Mean	Std. Deviation	Analysis N
Are on-the-job and off-the job training available for employees who need training in your organisation?	2.96	.899	389
Does your organisation finance training for its workforce?	3.15	.602	389
Is there any incentive that could encourage workers who attend training programmes in your organisation?	3.23	.641	389
Do workers have evenly distributed chances of participating in training programmes?	2.38	1.179	389

Correlation Matrix

Are on-the-job and off-the job training available for employees who need training in your organisation?	Does your organisation finance training for its workforce?	Is there any incentive that could encourage workers who attend training programmes in your organisation?	Do workers have evenly distributed chances of participating in training programmes?
---	--	--	---

Correlation	Are on-the-job and off-the job training available for employees who need training in your organisation ?	1.000	.797	.688	-.099
	Does your organisation finance training for its workforce?	.797	1.000	.709	-.137
	Is there any incentive that could encourage workers who attend training programmes in your organisation ?	.688	.709	1.000	-.168
	Do workers have evenly distributed chances of participating in training programmes ?	-.099	-.137	-.168	1.000

KMO and Bartlett's Test

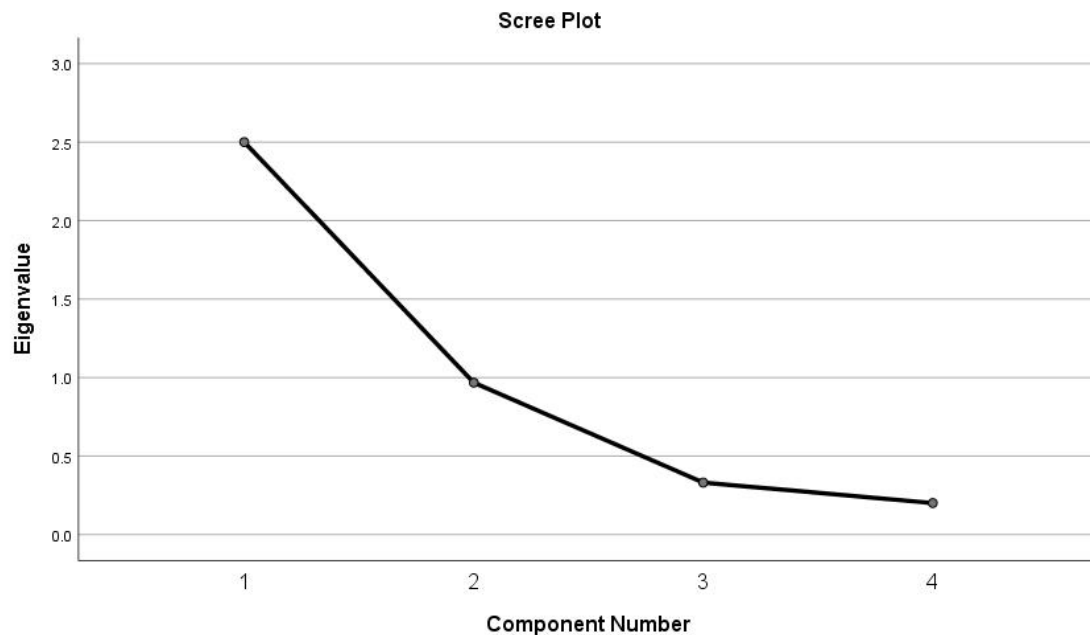
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.736
Bartlett's Test of Sphericity	Approx. Chi-Square		705.122
	Df		6
	Sig.		.000



Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.500	62.508	62.508	2.500	62.508	62.508
2	.968	24.199	86.707			
3	.331	8.273	94.980			
4	.201	5.020	100.000			

Extraction Method: Principal Component Analysis.



Component Matrix^a

	Component 1
Does your organisation finance training for its workforce?	.920
Are on-the-job and off-the job training available for employees who need training in your organisation?	.908
Is there any incentive that could encourage workers who attend training programmes in your organisation?	.878
Do workers have evenly distributed chances of participating in training programmes?	

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

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Appendix iv

Factor Analysis Result - Customer Focus

Descriptive Statistics

	Mean	Std. Deviation	Analysis N
We usually seek customers' opinion to identify their needs and expectations from time to time.	2.38	1.077	389
Our customers give us feedback on quality and delivery performance.	2.15	1.029	389
Consumers' complaints are used as inputs to improve our processes	2.27	.945	389
We follow up to ensure customers' satisfaction on a regular basis.	2.58	1.047	389

Correlation Matrix

	We usually seek customers' opinion to identify their needs and expectations from time to time.	Our customers give us feedback on quality and delivery performance .	Consumers' complaints are used as inputs to improve our processes	We follow up to ensure customers' satisfaction on a regular basis.
Correlation	1.000	.261	.127	.144
	Our customers give us feedback on quality and delivery performance.	.261	1.000	.712
				.097

Consumers' complaints are used as inputs to improve our processes	.127	.712	1.000	.038
We follow up to ensure customers' satisfaction on a regular basis.	.144	.097	.038	1.000

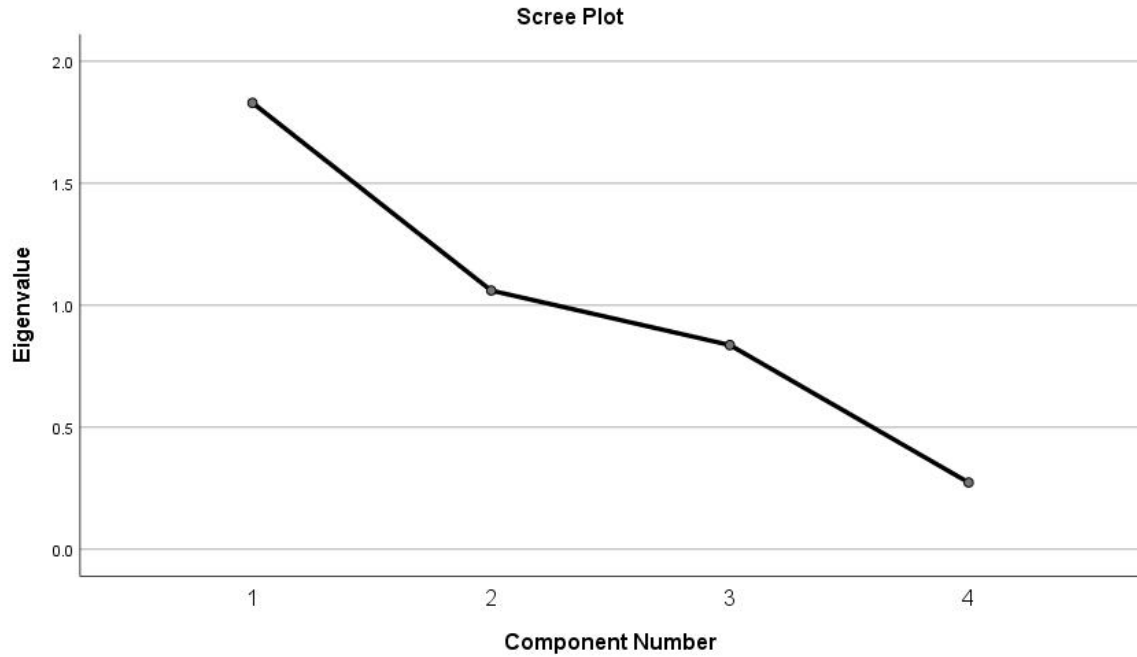
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.715
Bartlett's Test of Sphericity	Approx. Chi-Square	313.392
	Df	6
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.829	45.736	45.736	1.829	45.736	45.736	1.733	43.317	43.317
2	1.060	26.509	72.245	1.060	26.509	72.245	1.157	28.928	72.245
3	.837	20.919	93.164						
4	.273	6.836	100.000						

Extraction Method: Principal Component Analysis.



Rotated Component Matrix^a

	Component	
	1	2
Consumers' complaints are used as inputs to improve our processes	.919	
Our customers give us feedback on quality and delivery performance.	.909	
We follow up to ensure customers' satisfaction on a regular basis.		.832
We usually seek customers' opinion to identify their needs and expectations from time to time.		.661

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Appendix v

Factor Analysis Result - Continuous Improvement

Descriptive Statistics

	Mean	Std. Deviation	Analysis N
Continuous improvement is a very useful aspect that can enhance competitiveness, efficiency, quality and performance.	2.92	1.108	389
Continuous improvement is related to maintenance performance, and has a particular set of routines that assists an organisation to improve performance.	2.53	1.046	389
The adoption of the continuous improvement approach not only leads to a better performance level, but it also contributes to the innovation of the organisation.	3.38	.626	389
The successful implementation of Continuous Improvement depends much on employee involvement at all hierarchical levels of an organization and the implemented system	3.42	.568	389

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Correlation Matrix

		Continuous improvement is a very useful aspect that can enhance competitiveness, efficiency, quality and performance.	Continuous improvement is related to maintenance performance, and has a particular set of routines that assists an organisation to improve performance.	The adoption of the continuous improvement approach not only leads to a better performance level, but it also contributes to the innovation of the organisation.	The successful implementation of Continuous Improvement depends much on employee involvement at all hierarchical levels of an organization and the implemented system
Correlation	Continuous improvement is a very useful aspect that can enhance competitiveness, efficiency, quality and performance.	1.000	.399	.375	.361
	Continuous improvement is related to maintenance performance, and has a particular set of routines that assists an organisation to improve performance.	.399	1.000	.092	-.057

The adoption of the continuous improvement approach not only leads to a better performance level, but it also contributes to the innovation of the organisation.	.375	.092	1.000	.521
The successful implementation of Continuous Improvement depends much on employee involvement at all hierarchical levels of an organization and the implemented system	.361	-.057	.521	1.000

KMO and Bartlett's Test

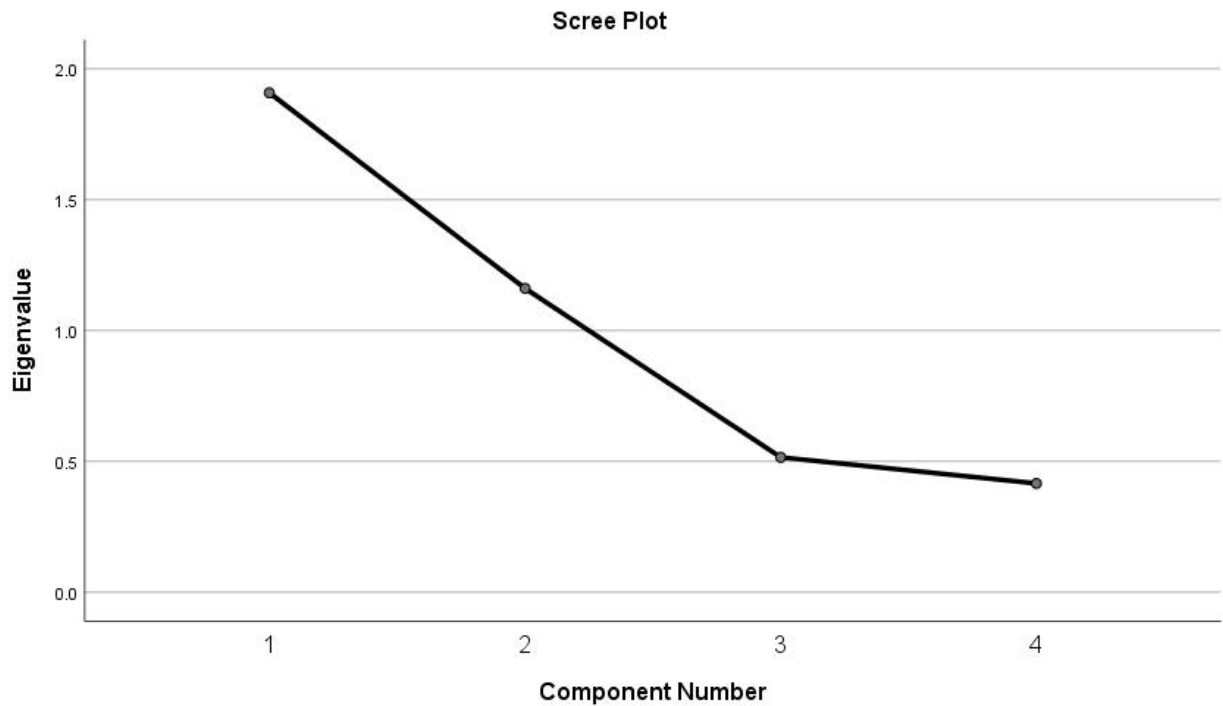
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.661
Bartlett's Test of Sphericity	Approx. Chi-Square	287.665
	Df	6
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.908	47.702	47.702	1.908	47.702	47.702	1.715	42.867	42.867
2	1.161	29.023	76.725	1.161	29.023	76.725	1.354	33.858	76.725

3	.515	12.886	89.611						
4	.416	10.389	100.000						

Extraction Method: Principal Component Analysis.



Rotated Component Matrix^a

	Component	
	1	2
The successful implementation of Continuous Improvement depends much on employee involvement at all hierarchical levels of an organization and the implemented system	.881	
The adoption of the continuous improvement approach not only leads to a better performance level, but it also contributes to the innovation of the organisation.	.823	

Continuous improvement is related to maintenance performance, and has a particular set of routines that assists an organisation to improve performance.		.924
Continuous improvement is a very useful aspect that can enhance competitiveness, efficiency, quality and performance.	.500	.691

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

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Appendix vi

Factor Analysis Result - Profitability

Descriptive Statistics

	Mean	Std. Deviation	Analysis N
Profit level of our organisation is in increasing	3.14	.613	389
Presently we are experiencing increase in the sales of our products	3.19	.639	389
Larger firms survive during economic crisis because of their diversification whereas smaller firms find it difficult to survive and suffer more	3.28	.659	389
Exchange rate can determine the profitability of an organization	3.44	.592	389

Correlation Matrix

	Profit level of our organisation is in increasing	Presently we are experiencing increase in the sales of our products	Larger firms survive during economic crisis because of their diversification whereas smaller firms find it difficult to survive and suffer more	Exchange rate can determine the profitability of an organisation
Correlation Profit level of our organisation is in increasing	1.000	.475	.015	.109

Presently we are experiencing increase in the sales of our products	.475	1.000	-.018	.143
Larger firms survive during economic crisis because of their diversification whereas smaller firms find it difficult to survive and suffer more	.015	-.018	1.000	.146
Exchange rate can determine the profitability of an organization	.109	.143	.146	1.000

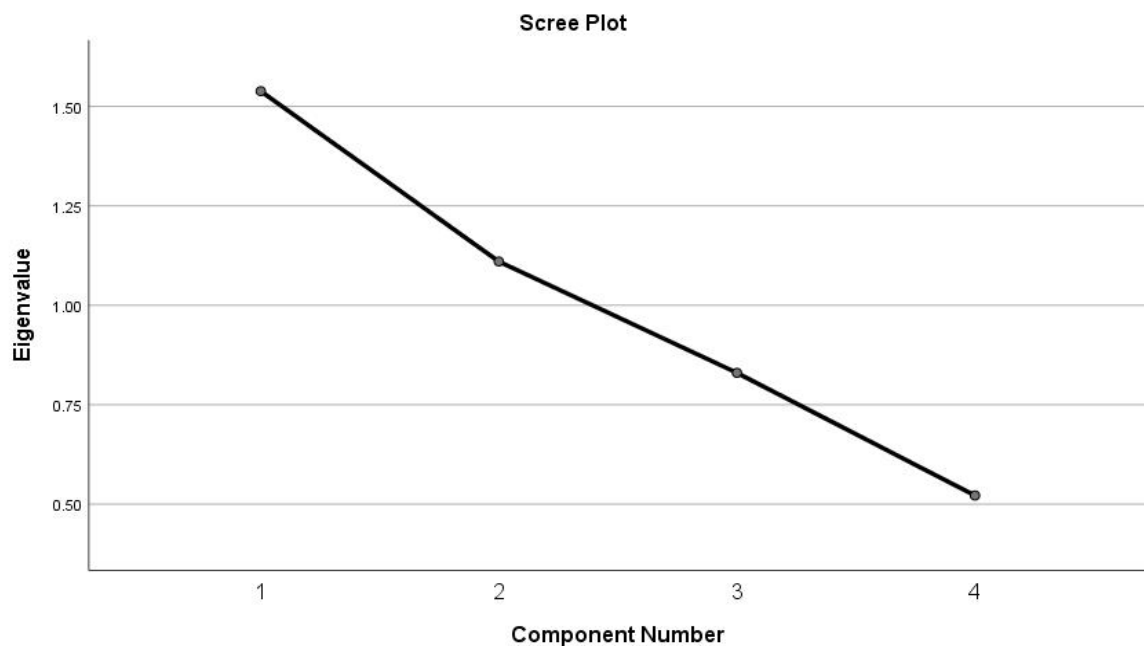
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.721
Bartlett's Test of Sphericity	Approx. Chi-Square	116.468
	Df	6
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.538	38.455	38.455	1.538	38.455	38.455	1.502	37.559	37.559
2	1.110	27.748	66.203	1.110	27.748	66.203	1.146	28.644	66.203
3	.830	20.753	86.957						
4	.522	13.043	100.000						

Extraction Method: Principal Component Analysis.



Rotated Component Matrix^a

	Component	
	1	2
Presently we are experiencing increase in the sales of our products	.854	
Profit level of our organisation is in increasing	.840	
Larger firms survive during economic crisis because of their diversification whereas smaller firms find it difficult to survive and suffer more		.808
Exchange rate can determine the profitability of an organization		.699

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

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Appendix vii

Factor Analysis Result - Customer's Satisfaction

Descriptive Statistics

	Mean	Std. Deviation	Analysis N
Acceptability of our products to customers is really high	3.31	.586	389
We deliver our products on time to customers	3.46	.580	389
Our product quality and price commensurate with our customers' and satisfaction	3.47	.585	389
Our customers are always willing to recommend as our products to their friends and families	3.46	.593	389

Correlation Matrix

	Acceptability of our products to customers is really high	We deliver our products on time to customers	Our product quality and price commensurate with our customers' and satisfaction	Our customers are always willing to recommend as our products to their friends and families
Correlation Acceptability of our products to customers is really high	1.000	.419	.288	.259
We deliver our products on time to customers	.419	1.000	.457	.289
Our product quality and price commensurate with our customers' and satisfaction	.288	.457	1.000	.410

Our customers are always willing to recommend as our products to their friends and families	.259	.289	.410	1.000
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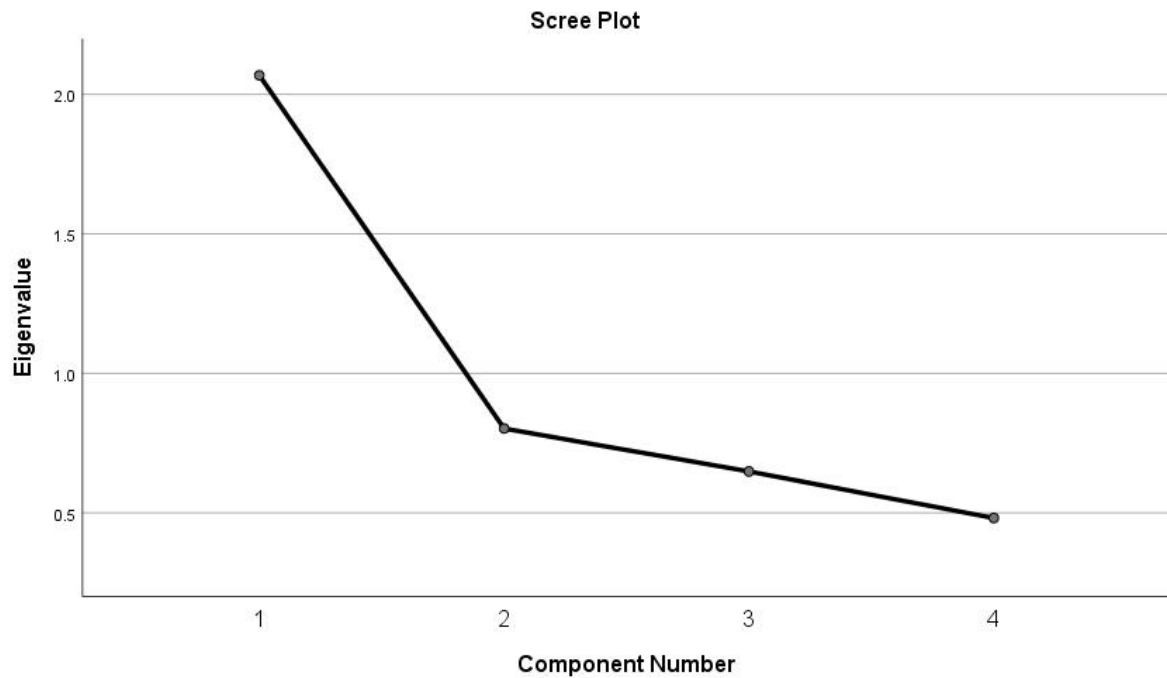
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.693
Bartlett's Test of Sphericity	Approx. Chi-Square	254.019
	Df	6
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.068	51.706	51.706	2.068	51.706	51.706
2	.802	20.052	71.759			
3	.648	16.207	87.965			
4	.481	12.035	100.000			

Extraction Method: Principal Component Analysis.



Component Matrix^a

	Component 1
We deliver our products on time to customers	.770
Our product quality and price commensurate with our customers' and satisfaction	.765
Acceptability of our products to customers is really high	.670
Our customers are always willing to recommend as our products to their friends and families	.664

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Appendix viii

Factor Analysis Result - Job Satisfaction

Descriptive Statistics

	Mean	Std. Deviation	Analysis N
I enjoy coming to work because my job is rewarding and I get a sense of personal accomplishment from it	3.49	.691	389
The level of workers job satisfaction in my organisation is quite good	3.44	.707	389
I have a good working relationship with my co-workers	3.77	.540	389
Managers communicate frequently and honestly about issues affecting employees	3.45	.689	389

Correlation Matrix

	I enjoy coming to work because my job is rewarding and I get a sense of personal accomplishment from it	The level of workers job satisfaction in my organisation is quite good	I have a good working relationship with my co-workers	Managers communicate frequently and honestly about issues affecting employees
Correlation	1.000	.609	.497	.384

The level of workers job satisfaction in my organisation is quite good	.609	1.000	.524	.384
I have a good working relationship with my co-workers	.497	.524	1.000	.358
Managers communicate frequently and honestly about issues affecting employees	.384	.384	.358	1.000

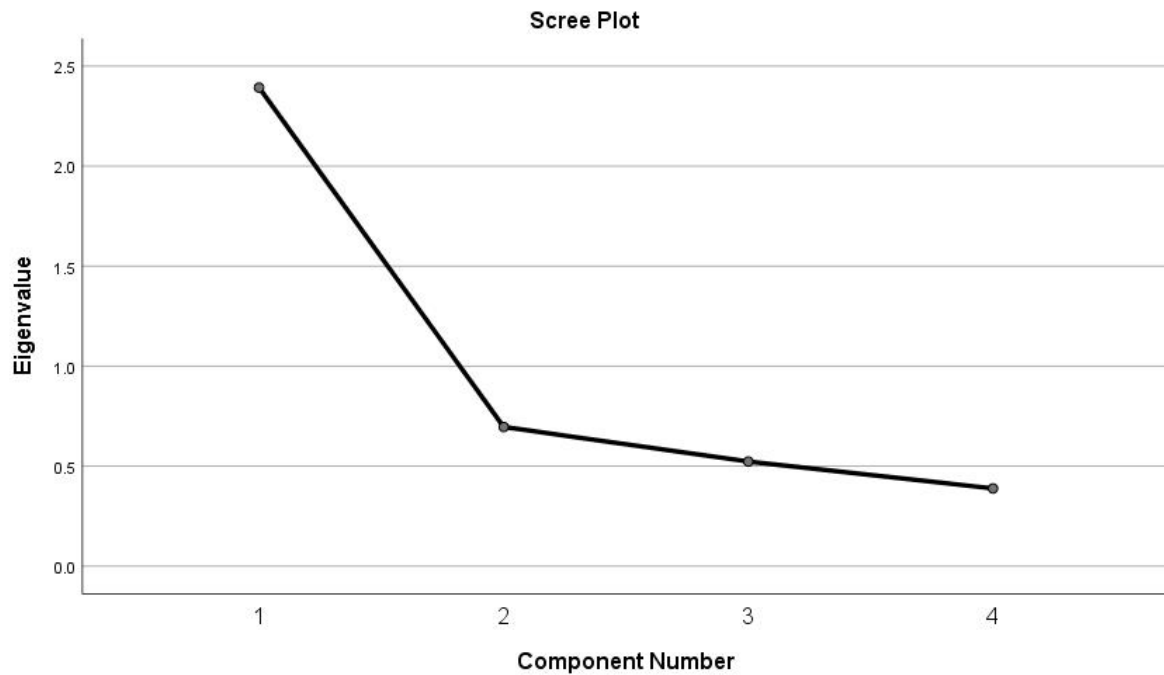
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.766
Bartlett's Test of Sphericity	Approx. Chi-Square	418.072
	Df	6
	Sig.	.000

Total Variance Explained

Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.392	59.812	59.812	2.392	59.812	59.812
2	.696	17.397	77.208			
3	.523	13.078	90.286			
4	.389	9.714	100.000			

Extraction Method: Principal Component Analysis.



Component Matrix^a

	Component 1
The level of workers job satisfaction in my organisation is quite good	.831
I enjoy coming to work because my job is rewarding and I get a sense of personal accomplishment from it	.821
I have a good working relationship with my co-workers	.774
Managers communicate frequently and honestly about issues affecting employees	.655

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Appendix ix

Factor Analysis Result - Innovative Performance

Descriptive Statistics

	Mean	Std. Deviation	Analysis N
We usually introduce new products to the market from time to time	3.39	.650	389
The use of latest technological innovations in our new products is high	3.57	.591	389
The technological competitiveness ability of our firm is high	3.33	.663	389
The speed of a new product development of our firm is high	3.51	.624	389

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.715
Bartlett's Test of Sphericity	Approx. Chi-Square	255.012
	Df	6
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.092	52.292	52.292	2.092	52.292	52.292
2	.789	19.728	72.020			
3	.577	14.432	86.452			
4	.542	13.548	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component 1
We usually introduce new products to the market from time to time	.753
The use of latest technological innovations in our new products is high	.723
The speed of a new product development of our firm is high	.718
The technological competitiveness ability of our firm is high	.698

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

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Appendix x

Factor Analysis Result - Employee Involvement

Descriptive Statistics

	Mean	Std. Deviation	Analysis N
Employees are committed to improving quality of products	3.70	.600	389
Members of staff are motivated to put in their best to enhance productivity	3.60	.656	389
Managers show fairness and respect in their interaction with employees	3.57	.637	389
Employees are free to express their concerns and complaints	3.50	.653	389

Correlation Matrix

		Employees are committed to improving quality of products	Members of staff are motivated to put in their best to enhance productivity	Managers show fairness and respect in their interaction with employees	Employees are free to express their concerns and complaints
Correlation	Employees are committed to improving quality of products	1.000	.580	.403	.346
	Members of staff are motivated to put in their best to enhance productivity	.580	1.000	.499	.441
	Managers show fairness and respect in their interaction with employees	.403	.499	1.000	.463

Employees are free to express their concerns and complaints	.346	.441	.463	1.000
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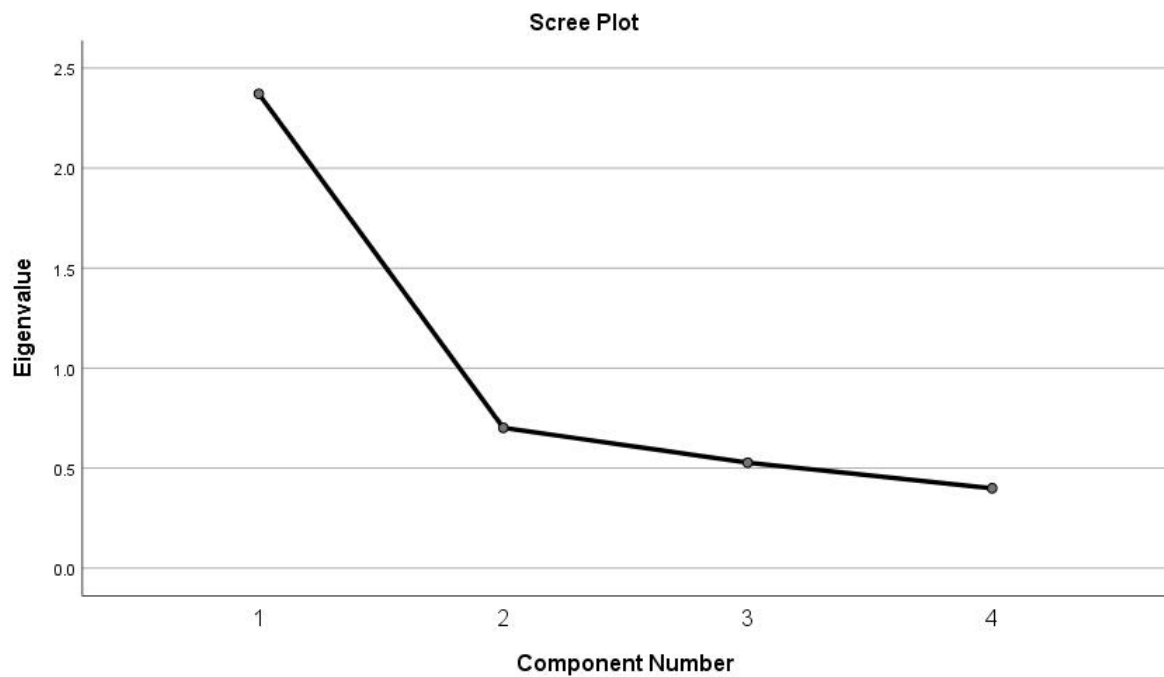
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.748
Bartlett's Test of Sphericity	Approx. Chi-Square	404.484
	Df	6
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.372	59.288	59.288	2.372	59.288	59.288
2	.702	17.542	76.830			
3	.527	13.186	90.016			
4	.399	9.984	100.000			

Extraction Method: Principal Component Analysis.



Component Matrix^a

	Component 1
Members of staff are motivated to put in their best to enhance productivity	.831
Managers show fairness and respect in their interaction with employees	.768
Employees are committed to improving quality of products	.759
Employees are free to express their concerns and complaints	.718

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Appendix xi

Objective One: Quality Management and Profitability

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.216 ^a	.047	.044	.69123	2.092

a. Predictors: (Constant), Quality Management

b. Dependent Variable: Profitability

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.089	1	9.089	19.023	.000 ^b
	Residual	184.911	387	.478		
	Total	194.000	388			

a. Dependent Variable: Profitability

b. Predictors: (Constant), Quality Management

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.023E-17	.035		.000	1.000		
	Quality Management	.216	.050	.216	4.362	.000	1.000	1.000

a. Dependent Variable: Profitability

Appendix xii

Objective Two: Continuous Improvement and Customer Satisfaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.037 ^a	.001	-.001	1.00061483	2.108

a. Predictors: (Constant), Continuous Improvement

b. Dependent Variable: Customer Satisfaction

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.524	1	.524	.523	.470 ^b
	Residual	387.476	387	1.001		
	Total	388.000	388			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Continuous Improvement

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance VIF
1	(Constant)	2.236E-17	.051		.000	1.000	
	Continuous Improvement	-.052	.072	-.037	-.723	.470	1.000 1.000

a. Dependent Variable: Customer Satisfaction

Appendix xiii

Objective Three: Training & Development and Job Satisfaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.104 ^a	.011	.008	.99589561	1.762

a. Predictors: (Constant), Training and Development

b. Dependent Variable: Job Satisfaction

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.170	1	4.170	4.205	.041 ^b
	Residual	383.830	387	.992		
	Total	388.000	388			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Training and Development

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1.988E-16	.050		.000	1.000		
	Training and Development	.104	.051	.104	2.051	.041	1.000	1.000

a. Dependent Variable: Job Satisfaction

Appendix xiv

Objective Four: Customer Focus and Innovative performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.085 ^a	.007	.005	.99764254	1.908

a. Predictors: (Constant), Customer Focus

b. Dependent Variable: Innovative Performance

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.823	1	2.823	2.836	.093 ^b
	Residual	385.177	387	.995		
	Total	388.000	388			

a. Dependent Variable: Innovative Performance

b. Predictors: (Constant), Customer Focus

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.823E-17	.051		.000	1.000		
	Customer Focus	.121	.072	.085	1.684	.093	1.000	1.000

a. Dependent Variable: Innovative Performance

Appendix xv

Objective Five: Employee Involvement and Total Quality Management on Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.690 ^a	.476	.472	.49241	1.709

a. Predictors: (Constant), Total Quality Management, Employee Involvement and Total Quality Management, Employee Involvement

b. Dependent Variable: Performance

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	84.918	3	28.306	116.740	.000 ^b
	Residual	93.350	385	.242		
	Total	178.268	388			

a. Dependent Variable: Performance

b. Predictors: (Constant), Total Quality Management, Employee Involvement and Total Quality Management, Employee Involvement

		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	.006	.025		.225	.822		
	Employee Involvement	.420	.026	.619	16.342	.000	.947	1.056
	Employee Involvement and Total Quality Management	-.081	.051	-.059	-1.569	.118	.956	1.047
	Total Quality Management	.283	.055	.191	5.092	.000	.967	1.034

a. Dependent Variable: Performance

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Appendix xvi

Research Questionnaire

Questionnaire on Total Quality Management Practices, Employee Involvement and Firm Performance in Food and Beverage Companies in South-West Nigeria

Dear Respondents,

I invite you to participate in a research study titled: Total Quality Management Practices and Firm Performance of Selected Food and Beverage Companies in South-West Nigeria. Your participation in this research project will be highly appreciated, though it is entirely voluntary. Please be informed that your opinion is solely for academic purposes and will be treated with utmost confidentiality. Data from this research shall only be reported as a collective total. Kindly answer the questionnaire as best as you can and return the questionnaire as soon as possible.

Thank you for your anticipated cooperation.

Yours faithfully,

The Researcher

General Instructions:

- Please you do not have to write your name on the questionnaire.
- The questionnaire contains two parts, Part A and B. Part B is divided into four sections.
- All questions are close-ended, kindly tick () the appropriate answer in your own opinion, in the boxes provided.

Total Quality Management Practices and Performance Questionnaire (TQMPPQ)

Part A:

Demographics Information of the Respondents

(Please tick where applicable)

1. **Gender:** (a) Male ☐ (b) Female ☐
2. **Age:** (a) under 30 years ☐ (b) 31 – 40years ☐
(c) 41 – 50 years ☐ (d) above 50years ☐
3. **Educational Level:** (a) Secondary ☐ National Diploma (ND) ☐
First Degree/HND ☐ Masters degree ☐) Doctoral Degree ☐
(d) others
4. **Cadre:** Management Staff ☐ Senior Staff ☐ Junior Staff ☐
5. **Job Title:**.....
6. **How long have you been working with your organization?**
(a) 5–10 years ☐ (b) 10 -15years ☐
(c) 15-20 years ☐ (d) above 20 years ☐
7. **Marital Status:** (a) Married ☐ (b) Single ☐ (c) Divorced ☐
(d) Widow/widower ☐

Part B

Instructions:

1. You are required to tick () the answer which best represents your opinion.
2. There are no right or wrong answers. All answers are equally important.
 - Very Often (VO), Often (O), Rarely (R), Very Rarely (VR)
 - Always (A), Sometimes (S), Rarely (R), Never (N)
 - Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD)

Section I - Total Quality Management Practices

S/N	(i) Top Management Commitment	VO	O	R	VR
1.	In my organization, top management is committed to customers' satisfaction in quality of products.				
2.	Top management has objectives and policy for quality performance.				
3.	Top management usually provides all essential resources needed to accomplish quality goals.				
4.	Top management is committed to continuous improvement of products.				
(ii) Quality Management		SA	A	D	SD
5.	In our firm, processes are designed to be "mistake-proof" and error free.				
6.	We make use of wide-range of statistical techniques to lessen disparity in process.				
7.	Evident, sufficient, and standardized documentation about work methods and process instructions are being given to employees.				

8.	Quality is everyone's responsibility, it is something that should be reflect in every aspect of an organization.				
(iii) Training and development		Always	Sometimes	Rarely	Never
9.	Are on-the-job and off-the-job training available for employees who need training in your organization?				
10.	Does your organization finance training for its workforce?				
11.	Is there any incentive that could encourage workers who attend training programmes in your organization?				
12.	Do workers have evenly distributed chances of participating in training programmes?				
(iv) Customer Focus		Always	Sometimes	Rarely	Never
13.	We usually seek consumers' opinion to identify their needs and expectations from time to time.				
14.	Our customers give us feedback on quality and delivery performance.				
15.	Consumers' complaints are used as inputs to improve our processes.				
16.	We follow up to ensure customers' satisfaction on a regular basis.				
Continuous Improvement Process		Strongly Agree	Agree	Disagree	Strongly Disagree
17.	Continuous improvement is a very useful aspect that can enhance competitiveness, efficiency, quality, and performance ¹⁰¹ .				
18.	Continuous improvement is related to maintenance performance, and has a particular set of routines that assists an organization to improve performance ¹⁰² .				
19.	The adoption of the Continuous Improvement approach not only leads to a better performance level, but it also contributes to the innovation of the				

	organization.				
20.	The successful implementation of Continuous Improvement depends much on employee involvement at all hierarchical levels of an organisation and the implemented systems				

Section II - Performance

	(a) Profitability	Very Often	Often	Rarely	Very Rarely
21.	Profit level of our organization is increasing.				
22.	Presently, we are experiencing increase in the sales of our products.				
23.	Larger firms survive during economic crisis because of their diversification, whereas smaller firms find it difficult to survive and suffer more.				
24.	Exchange rate can determine the profitability of an organization.				
	Customers' Satisfaction	VO	O	R	VR
25.	Acceptability of our products to customers is really high.				
26.	We deliver our products on time to customers.				
27.	Our product quality and price commensurate with our customers' satisfaction.				
28.	Our customers are always willing to recommend our products to their friends and families.				

	(b) Job Satisfaction	Always	Sometimes	Rarely	Never
29.	I enjoy coming to work because my job is rewarding, and I get a sense of personal accomplishment from it.				
30.	The level of workers' job satisfaction in my organization is quite good.				
31.	I have a good working relationship with my co-workers.				
32.	Managers communicate frequently and honestly about issues affecting employees.				
(c) Innovation Performance		Always	Sometimes	Rarely	Never
33.	We usually introduce new good products to the market from time to time.				
34.	The use of latest technological innovations in our new product is high.				
35.	The technological competitiveness ability of our firm is high.				
36.	The speed of new product development of our firm is high.				

Section III - Employee involvement

		Always	Sometimes	Rarely	Never
37.	Employees are committed to improving quality of products.				
38.	Members of Staff are motivated to put in their best to enhance productivity.				
39.	Managers show fairness and respect in their interactions with employees.				
40.	Employees are free to express their concerns and complaints.				

Bio-data

A. Personal Data

1. **Full Names:** Bolatito Yetunde OLUWAJINMI
Maiden Name: Ogunlade
2. **Address:** Akeredolu Street, Olugbode Estate, off Idi-Ishin, NIHORT area, Ibadan.
3. **Date and Place of Birth:** 18th May, 1976, Ibadan.
4. **Marital Status:** Married
5. **Name & Address of Next of Kin:** Rev. Canon Bukola Peter Oluwajinmi
Address: Same as above

B. Educational Background

1. Educational Institutions Attended with Dates:

(i) Primary Education

Christ Church Mapo School III, Elekuro Ibadan 1987
Primary School Leaving Certificate

(ii) Secondary Education

St. Annes' School Molete, Ibadan 1993
Senior Secondary School Certificate

(iii) Higher Institutions Attended with Dates

The Polytechnic, Ibadan 1999
The Polytechnic Ibadan 2006
Lead City University, Ibadan 2012
National Open University of Nigeria (NOUN) 2018
Lead City University Ibadan 2020 till date

2. Academic Qualifications Obtained with Dates

- (i) Ordinary National Diploma (OND) in Secretarial Administration 1999
- (ii) Higher National Diploma (HND) in Secretarial Administration 2006

- | | | |
|-------|---|---------|
| (iii) | Postgraduate Diploma (PGD) in Business Administration (OTM) | 2012 |
| (iv) | Master of Science (MSc) in Business Administration | 2018 |
| (v) | PhD Business Administration | in view |

C. Awards and Fellowships

- | | | |
|-----|---|-----------|
| (i) | Best Graduating Student in the Department set | 1999/2000 |
|-----|---|-----------|

D.	Work Experience (23yrs)	Designation	Date
(i)	Lead City University, Ibadan	Principal Assistant Registrar/ Faculty Manager, Environmental Design & Management	2023 till date
(ii)	Lead City University, Ibadan	Senior Assistant Registrar, Academic Planning	2020–2023
(iii)	Lead City University, Ibadan	Faculty Manager, Law	2020-2020
(iv)	Lead City University, Ibadan	Quality Control Officer	2019-2020
(v)	Lead City University, Ibadan	Parent Liaison Officer	2018-2019
(vi)	Lead City University, Ibadan	Faculty Manager, Faculty of Basic Medical & Applied Sciences	2016-2017
(vii)	Lead City University, Ibadan	Personal Assistant to the Vice-Chancellor	2012–2016
(viii)	Lead City University, Ibadan	Administrative Secretary, Senate Affairs	2010–2012
(ix)	Lead City University, Ibadan	Personal Assistant to the Registrar	2008-2010
(x)	Lead City University, Ibadan	Personal Assistant to the Deans Faculties of Sciences, Social Sciences & Postgraduate School respectively.	2005-2008

(xi)	Trinity Air Travels & Tours Ibadan	Admin Officer/Head, Strategic Planning & Development	2003-2000
(xii)	Scana Limited, Ibadan	Confidential Secretary	2000-2003
(xiii)	Olatunde Adeoye Legal Practitioners, Ibadan	Confidential Secretary	2000

E. Membership of Professional Bodies

Fellow, Institute of Professional Managers and Administrators of Nigeria (IPMA).

F. Major Conferences/Workshops Attended

(i)	Academic Edge and Industry Conference, An annual conference, organized by the Department of Management and Accounting, Lead City University, Ibadan.	1 st June, 2023
(ii)	Participated and presented a paper at the second International Conference of the Faculty of Management And Social Sciences, Lead City University.	4 th -6 th April, 2023
(iii)	“Upskilling and Re-skilling for Effective Service Delivery in the Automation Age”, workshop organized by Liprorich Consulting Limited for Senior Administrative Staff of Lead City University.	2021
(iv)	Speaker at the workshop/induction organized for Lead City University Administrative Staff	Feb.2020
(v)	“Building Responsible Leaders in the Educational Sector”, Workshop organized by Liprorich Consulting Ltd. For Senior Administrative & Academic Staff.	2019
(vi)	“Ethical Conduct in the Workplace”, Workshop organized by Liprorich Consulting Limited for Senior Administrative Staff & Unit Heads.	2018
(vii)	Speaker, at the leadership conference organized for Church leaders held at Christ Church Mapo, Ibadan.	2016
(viii)	Seminar on Emotional Intelligence, organized for Registry Staff, held at Ajayi Crowther University, Oyo	2017
(ix)	Office Procedures and Administration workshop, Organized for Administrative Staff, held at Lead City Business School.	2011

E. Theses/Dissertations

- | | | |
|------|---|------|
| (i) | “Effects of Attitude on Employees’ Performance in an Organization”
MSc Dissertation. | 2018 |
| (ii) | “Professional Ethics for Office Managers”,
Postgraduate Diploma (PGD) Dissertation. | 2011 |
| (iv) | “Professional Ethics for Secretaries”,
Research Project for Higher National Diploma. | 2006 |
| (iv) | “Married Female Secretaries: The Clash of Interest between the
Home and the Office” Ordinary National Diploma
Research Project. | 1999 |

References

1. Prof. Ebun Oduwole
Former Deputy Vice-Chancellor
Olabisi Onabanjo University
Ago-Iwoye.
08034065214
2. Dr. Bisi Adeyemi
Associate Professor
Faculty of Education
University of Ibadan.
08064534291
3. Dr. Yemi Fawole
Senior Lecturer
Department of Microbiology
The Polytechnic, Ibadan.
09028627000

Signature

Date

The University Compliance Certification

This is to certify that this thesis written by **Bolatito Yetunde OLUWAJINMI**, with Matriculation Number **LCU/PG/001656** in the Department of Management and Accounting, Faculty of Management and Social Sciences, Lead City University, Ibadan is in full compliance with the approved University format and style.

Signature

Date

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