

**Total Quality Management Practices, Employee Involvement and Performance of
Selected Food and Beverage Companies in South-West Nigeria**

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Certification

This thesis entitled “Total Quality Management, Employees Involvement and Performance of Selected Food and Beverage Companies in South-West-Nigeria” was carried out by Bolatito Yetunde OLUWAJINMI with Matriculation Number LCU/PG/001656 in the Department of Management & Accounting, Faculty of Management & Social Sciences, Lead City University Ibadan, Nigeria under my supervision.

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Dedication

This research work is dedicated to the first person of the Trinity, my heavenly Father who has bestowed great mercy upon me to be able to attain this pedestal. Indeed, what God cannot do does not exist!

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Abstract

The food and beverage industry is one of the most globally competitive industries and the sector comes under severe pressure from the Nigerian markets. One of the key strategies for performance optimisation is the application of Total Quality Management practices, through employee involvement at all levels of organizations. This study investigated Total Quality Management Practices, Employee Involvement and Performance of Selected Food and Beverage Companies in South West Nigeria. By anchoring the study on Juran's Theory of Total Quality Management, it drew a synergy which better explicate how the nexus between TQM and Performance are interconnected. The total population of the selected companies was 6,947 employees. The sample size was restricted to 400, which was calculated by using Taro Yammane (1967) statistical formula. The study adopted stratified random sampling technique. The basic criteria for inclusion in the sample were organizational tenure of five years or more and job rank. Questionnaire was the only research instrument used for data collection. Data were analysed through descriptive and inferential statistics. Findings revealed that quality management has a moderate positive effect on profitability with ANOVA coefficient of 0.216. Whereas, the relationship between continuous process improvement and customer satisfaction was negative showing a coefficient of -0.052. However, the result as indicated by the p-value of 0.041 showed that training and development has a significant positive effect on employee job satisfaction. Customer focus also has no significant effect on innovation performance with ANOVA coefficient of 0.121. On the overall, total quality management has a significant influence on firm performance as well as employee involvement, but employee involvement does not have a significant mediating effect on the relationship between total quality management and performance. The negative coefficient of -0.081 showed that the interaction has a slight negative effect, but this effect was not statistically significant ($p\text{-value} = 0.118$). The study concluded that total quality management serves as the spring leverage of high performance work system by ensuring employee involvement in manufacturing companies. Conceptually, these findings provide valuable insights for practitioners in the industry and contribute to understanding, the importance of effective quality management practices and employee involvement in enhancing performance. Based on the findings of this study, it was recommended that organizations in this sector should focus on other factors such as product quality, customer service and pricing in order to improve customer satisfaction. Training and development programmes should be encouraged among food and beverage companies in south west Nigeria as it has potentials to improve employee performance thereby contributing to firm performance. Also, the organizations need to align their improvement process needs with the demands of customers to improve customer satisfaction. Total quality management and employee involvement should be implemented independently in order enhance performance.

Keywords: Employee Involvement, Performance, Food and Beverage Companies, Total Quality Management Practices.

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List of Acronyms

Abbreviation	Meaning
CI	Continuous Improvement
CF	Customer Focus
CS	Customer Satisfaction
DSFF	Design for Six Sigma
EI	Employee Involvement
IP	Innovation Performance
JS	Job Satisfaction
KBDC	Knowledge-Based Dynamic Capabilities
KMO	Keiser-Meyer-Olkin
MBNQA	Malcolm Baldrige National Quality Award
PCA	Principal Components Analysis
QA	Quality Assurance
QC	Quality Control
QM	Quality Management
TD	Training & Development
TNA	Training Needs Assessment
TMC	Top Management Commitment
TQM	Total Quality Management
VIF	Variance Inflation Factor