Total Quality Management and Organizational Performance

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BEING A PROJECT WORK SUBMITTED TO THE DEPARTMENT OF BUSINESS ADMINISTRATION, FACULTY OF MANAGEMENT SCIENCES, UNIVERSITY OF BENIN, BENIN CITY, IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE IN BUSINESS ADMINISTRATION

AUGUST, 2019

DECLARATION

I, Godwin Ochikiri AGBOR, do hereby declare that this project is entirely my own work and composition. The work embodied in this project has not been submitted in candidature for any degree and is not concurrently being submitted for any other degree. All references made to the works of other persons have been duly acknowledged.

CERTIFICATION

I, **Godwin Ochikiri AGBOR,** a Postgraduate student in the Department of Business Administration, Faculty of Management Sciences, University of Benin, Benin City, with Matriculation number PG/MGS9201854 certify that the work contained therein is original and has not been submitted in part or full for any other Diploma or Degree in this or any other institution.

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DR. ANDREW TAFAMEL DATE
(PROJECT SUPERVISOR)

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DR. (MRS.) E. I. UMEMEZIA DATE
(ACTING HEAD OF DEPARTMENT)

DEDICATION

This work is dedicated to God Almighty who gave me the strength to accomplish this milestone, my wonderful family who stood by me throughout this period of intense academic struggle and pursuit.

ACKNOWLEDGMENTS

I wish to express my sincere gratitude to Almighty God, who has been faithful throughout my Postgraduate study

My profound gratitude goes to my indefatigable supervisor, Dr. Andrew Tafamel who provided me with his candid mentorship and all the necessary guidance from the wealth of his knowledge and experience to carry out this work and make it a huge success. Sir, I must say that you are a genius and I thank you very kindly for impacting me with this deep and lasting knowledge.

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ABSTRACT

This study examines the relationship between total quality management practices and organizational performance. The objective of the study is to examine the relationship between top management, strategic planning, process management, customer focus, employee relation and organizational performance

This study adopts a survey research instrument through the administration of questionnaires to two hundred and fifty-five (255) employees of the Nigerian Petroleum Development Company Limited (NPDC), Benin City. The data for the study are analyzed using descriptive statistics, Pearson correlation and ordinary multiple regression.

The multiple regressions results show that top management has a significant positive relationship with organizational performance at 1% level of significance, strategic planning has an insignificant negative relationship with organizational performance, process management has an insignificant positive relationship with organizational performance, customer focus has an insignificant negative relationship with organizational performance and employee relation has a significant positive relationship with organizational performance (OPF) at 1% level of significance. The study recommends that the presence of top management as component of total quality management practices would significantly enhanced organizational performance.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Globally, organizations are making efforts to cope with the intense global competition, dynamic global environment in addition to disruptive technologies and customer demand for healthier and quality products (Ngambi & Nkemkiafu, 2015). Therefore, the rapid growth of global economics, changes in technologies, market competitions, and ever changing business environment have caused organizations to struggle for profitability, growth and improve performance (Chai & Entebang, 2014). Most business organizations have adopted new philosophies such as concurrent engineering, Lean Production, Just-In-Time (JIT) strategies, Total Quality Management (TQM), Business Process Re-engineering (BPR) and others, to withstand new global challenges, and to become more effective in the way they conduct business (Ngambi & Nkemkiafu, 2015).

Imran, Abdul-Hamid and Aziz (2017:591), "emphasize that market orientation serves as a platform for creating a clear understanding of total quality management and organizational performance relationship". Therefore, the driving force behind these philosophies is to optimize the efficiency of the organization both internally and externally within its bus iness objectives (Lee, 2012). TQM is a concept based on continuous improvement in the performance of processes in an organization and in the quality of the products and services which are the outputs of those processes (Ngambi & Nkemkiafu, 2015). Esin and Hilal (2014) add that total quality management is an organization's management principle of improving the quality of the products and services rendered in order to meet the customers' needs and expectations which in turns lead to enhance customer satisfaction and organizational performance.

Quality advocates have identified several critical principles for successful TQM practices which among others include: top management commitment, customer focus, supplier relationship, benchmarking, quality-oriented training, employee focus, zero-defects, process improvement and quality measurement, among others (Gharakhani, Rahmati,

Farrokhi & Farahmandian, 2013). One of the strategies is controlling production procedures to minimize mistakes. Total Quality Management (TQM) is a strategy aimed at generating and transferring more effective and superior services through collaboration among organizational members (Lakhal, Pasin & Liman, 2006).

Total Quality Management (TQM) is company-wide management philosophy utilized to continually improve product /service /process quality by concentrating on the requirements and expectations of clients to improve customer satisfaction and organizational efficiency (Sadikoglu & Olcay, 2014). Although there are several research studies that treated total quality management practices directly, these methods are still regarded as vague and unclear (Dean & Bowen, 1994). This could be attributed to the reality that there are distinct definitions of the concept (Al-Qahtani, Alshehri & Aziz, 2015). Based on the foregoing, this study examines total quality management practices and organizational performance.

1.2 Statement of the Research Problem

Total quality management is a widely used management tool for enhancing organizational performance and efficiency in relation to customer's satisfaction, employees and other stakeholders (Ejumodu, 2012). In response to increasing demands by customers for superior quality of products and services, the global marketplace has become highly competitive, and many organizations have adopted practices such as total quality management (TQM), and benchmarking for survival. Jaafreh and Al-abedallat (2013) and Zu (2009) have claimed that a proper implementation of TQM practice in any organization, in any sector of the economy (manufacturing or service) can result in improved products and services, more satisfied customers and employees, reduced costs, enhanced competitive, improved financial performance, and increased performance.

Horsfall, Ukoha and Alagah (2018:15), "argue that the persistent wave of technological change and environmental turbulence have hindered many firms into bystanders on the future and it has made its structures, processes and skills become progressively less attuned to the ever-changing realities of the demands and expectations of present day customers". However, organizations that adopt quality management practices focus on achieving and sustaining high quality outputs using management practices as the inputs, and quality performance as the outputs (Flynn, Schroeder & Sakakibara, 1994).

On this premise, the pioneers in TQM, such as Deming, Juran, Cosby and Feigenbaum, highlighted the importance of the quality philosophy as an essential competitive weapon for the transformation of an organization (Jaafreh & Al-abedallat, 2013). Many studies like Horsfall, Ukoha and Alagah (2018), Abeykoon & de Alwis (2015) and Kathaari (2014) have identified relationships among total quality management practices and examine the effects of these practices on performance, but the findings are inconsistent and conflicting. Based on the aforementioned, this study intends to bridge the gap in research and in knowledge by examining the significant relationship between total quality management practices and organizational performance with regards to Nigerian Petroleum Development Company (NPDC), located in Sapele road in Oredo Local Government Area of Edo state.

1.3 Research Questions

In the light of the above stated research problem, this study seeks to proffer answers to the following research questions;

(i) what is the relationship between top management as a component of total quality management and organizational performance?

(ii) what is the relationship between strategic planning as a component of total quality management and organizational performance?

(iii) what is the relationship between customer focus as a component of total quality management and organizational performance?

(iv) what is the relationship between process management as a component of total quality management and organizational performance?

(v) what is the relationship between employee relation as a component of total quality management and organizational performance?

1.4 Objectives of the Study

The broad objective of the study is to examine total quality management practices and organizational performance. The specific objectives are to:

(i) examine the relationship between top management as a component of total quality management and organizational performance.

(ii) determine the relationship between strategic planning as a component of total quality management and organizational performance.

(iii) ascertain the relationship between customer focus as a component of total quality management and organizational performance.

(iv) investigate the relationship between process management as a component of total quality management and organizational performance.

(v) examine the relationship between employee relation as a component of total quality management and organizational performance.

1.5 Hypotheses of the Study

The following hypotheses stated in the null form will be tested for the purpose of the study.

H_{O1}: there is no significant relationship between top management as a component of total quality management and organizational performance.

H_{O2}: there is no significant relationship between strategic planning as a component of total quality management and organizational performance.

H_{O3}: there is no significant relationship between customer focus as a component of total quality management and organizational performance.

H_{O4}: there is no significant relationship between process management as a component of total quality management and organizational performance.

H_{O5}: there is significant relationship between employee relation as a component of total quality management and organizational performance.

1.6 Significance of the study

This study will benefit the following group of people:

Top Management

Total quality management is a tool that would enable top management in the petroleum industry to satisfy their customers' needs and wishes, as well predict and assess employees' performance. The management of Nigerian Petroleum Development Company Limited (NPDC) will be able to demystify implementation of quality management at all levels and activities of the organization and to institute a quality department if it is non-existent as well as assist management in policy implementation. It will also help top management to understand the importance or benefits of total quality management practices in decision making processes as well guide management in the selection of the best policies needed to achieve the best performance while still remaining a market leader in terms of customers' satisfaction.

Employees

The findings of the study will be useful in educating employees of the negative consequences of poor organizational performance in the absence of total quality management practices in an organization. The findings from the study will also enable them engage in activities where the concepts are embraced so that they can give their best in terms of performance to the organizations. The study will also enable employees of the organizations to understand the concept of quality management in order to improve their performance.

Government Agencies

This study will benefit government establishment such as the Nigerian Petroleum Development Company Limited (NPDC). Total quality management practices prevent ineffectiveness, wrong processes in getting work done, embezzlement, nonchalant attitude at work place and eliminate supervisory arbitrariness, bureaucratic impediments and other production vices inimical to organizational performance. This study will also highlight the nexus between total quality management practices and organizational performance. This will guide management of Nigerian Petroleum Development Company Limited (NPDC) limited on how to systematically increase their level of performance in relation to optimal level of employee performance.

Researcher and Academia

This study will also be relevant to researchers in business fields and management related disciplines as it provides information and empirical evidence for further research in these areas. The study will also be very germane to the academic environment and in this area of study because it will add important knowledge to the pool of literature in related future

studies. This study will also benefit other researchers, academicians, students who will borrow ideas from the study which will serve as a basis for further research.

1.7 Scope of the study

This study focuses on total quality management and organizational performance. Geographically, Nigerian Petroleum Developing Company Limited (NPDC) located in Oredo Local Government Area of Edo state, Nigeria and it covers all the departments. The scope of this study cuts across the ca. 700 full time employees of the organization. The study will make use of descriptive survey research design by administering structured questionnaires raised on a five-point Liker type questions to the sampled respondents. The sample size of the study will be determined by using Yaro Yamane statistical formulae.

1.8 Limitations of the study

In the course of conducting this research work, the researcher will encounter some constraints:

Limited Sample Size

The sample size of the study will be limited as a result of the inability of the respondents to articulate and reluctance to participate in the survey. The study is also limited due to the smallness of the sample size used. The reason being that the sample will be draw from the full time staff of Nigerian Petroleum Developing Company Limited (NPDC). Therefore, the non-inclusion of industrial trainee staff and those on internship has greatly reduced the sample size of the study under investigation.

Poor Opinion

The unwillingness of the respondents to answer questions will be due to the sensitivity of the topic which is more investigative. The study will also be limited by bias from respondent opinion about the subject matter as well as the use of a single study area and the

uncertainty about the generalization of findings sequel to the use of a single research design instrument as well as openness to answer research question.

Statistical Modeling

Statistical modeling will be one of the limitations of this study because of the difficulty of modeling total quality management variables that will greatly and significantly impact on organizational performance. The total quality management practice variables utilized in this study will be top management, strategic planning, customer focus, process management and employee relation. The technical nature of the research work also limits the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the extensive theoretical and empirical relationship among components of total quality management practices and organizational performance. It reviews literature in the following areas: concept and measurement of organizational performance, top management, strategic planning, customer focus, process management and employee relation. A theoretical framework for this study will be presented followed by a model framework for the study.

2.2 Conceptual Review

2.2.1 Meaning and Measurement of Organizational Performance

Organizational performance was largely neglected in past researches, whereas some others (Katou, 2008; Stock, Breis & Kasarda, 2000) discussed organizational performance with reference to the financial performance only. Koufopoulos, Zoumbos and Argyropoulou (2008) are of the view that organizational performance was the firm's ability to designate its evaluation to relate with the firm and functional objectives and vision. Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives) (Al-Damen, 2017). It involves the recurring activities to establish organizational goals, monitor progress toward achieving these goals, and making adjustments to achieving those goals more effectively and efficiently. Organizational performance is the level of organizational achievement with regard to organization's regulations, expectation and requirement in meeting its goals and objectives (Folorunso, Adewale & Abodunde, 2014).

Amadi and Ndu (2018:70), "add that organizational performance is usually seen as a medium of assessing, observing, monitoring, reporting and evaluating organizational

performance". In the view of Armstrong (2017), organizational performance is the extent of the effective and efficient utilization of resources to achieve objectives for which managers are responsible. Therefore, organizational performance is concerned with work related activities, especially those activities expected of an employee and how well such were executed. Employees are usually evaluated on a yearly basis by human resources officers who are appointed by the organization to make improvement on the assigned jobs by the employees. Organizational performance can be adopted as a tool for influencing detailed actions taken by the firm and the extent to which the firm intends to achieve its stated objectives and goals as defined in its corporate mission and strategies. Organizational performance is the ability of the organization to effectively manage the available resources within the firm to predetermined goals and objectives (Nwadukwe & Court, 2012).

Performance measurement according to Gharakhani, Rahmati, Farrokhi and Farahmandian, (2013) is an essential component of all management procedures and historically entails the use of budgetary control and other related accounting indices including investment yield in the management of financial performance. The non-financial aspect of organizational performance is highly subjective and is believed to be appropriate for the true state of affairs of the organization. It provides information on financial performance such as share price, return on investment and profitability (Saunila, Pekkola & Ukko, 2014). The financial aspect of the performance provides detailed information which is relevant to the accounting information such as productivity, quality and overall organizational performance (Kafetzopoulos & Psomas, 2014). Claudio, Teresa and Cristina (2010) asserted that the financial aspect of performance measured the level of organizational performance, accept innovation results and provides platform for improving financial performance. Performance is to be appraised to know how well the employee has fared in

his/her job or work. An employee's performance is measured on the basis of his achievement. It is a qualitative consideration and saying that employees are performing well, means they are productive. For the purpose of this study, qualitative research instrument (questionnaire) will be employed in the measurement of organizational performance.

2.3 Concept of Total Quality Management

Total Quality Management (TQM) is a company-wide management philosophy to continually improve product / service / process quality by concentrating on client requirements and expectations to improve client satisfaction and company efficiency (Sadikoglu, et al, 2014). Total Quality Management (TQM) is a systematic quality improvement strategy for organization-wide management to improve client satisfaction, quality of products and profit (Gharakhani *etal.*, 2013). Al Ali (2008) considers TQM as a mixture of inputs such as people, techniques, policies and tools to attain high-quality production. Al- Damen (2017) describes TQM as a culture embraced by the organization and applied to all staff in the organization in order to attain customer satisfaction. It is a management philosophy with an extensive collection of implementing instruments and methods. This is the greatest quality leadership. It is more of managing quality in every aspect of organization including supply and distribution chains (Oluwatoyin & Oluseun, 2008).

Hoang, Igel and Laosirihongthong (2010) concurred that the implementation of Total Quality Management (TQM) played a significant part in the growth of modern leadership. In the light of this, the adoption of quality management is universally acknowledged in ISO 9000 (Al-Qahtani, Alshehri & Aziz, 2015). Total quality management also involves all personnel in the organization in the process of adopting problem solving techniques in

improving the organization-wide systems and products (Al-Qahtani, et al, 2015). The primary focus of the philosophy of total quality management is to effective integrate employees and their tasks in order to attain greater improvement, advancement and conservation of the quality of products and services in order to attain client satisfaction (Talib, 2013). This organizational philosophy focuses on improving company quality and sense of self-worth and significant among managers by stimulating participation among employees in decision-making processes through the use of quality improvement teams (Yusuf et al., 2007). Several studies including Talib et al., (2012) though defined TQM in their own way, their definitions have some common elements. One instance is that all TQM regarded customers as the main focus. Thus, total quality management is a management strategy aimed at improving organizational performance and effectiveness by improving the quality of services and products (Arumugam et al., 2008).

The total quality management practices have been greatly improved over the past two decades and are regarded as an important field among academics to research on (Arumugam et al., 2008).

Gharakhani et al. (2013) stated that total quality management was mainly adopted as a management strategy for distinct services industries that fundamentally seeks to improve organizational efficiency. In addition, total quality management is regarded as an extensive inclusion of several models, procedures, people and communication processes to meet all client requirements (Van Ho, 2011). Talib and Rahman (2010) suggested a model of total quality management that is acknowledged as a component of the TQM model. TQM procedures include dedication among top managers, customer orientated, coaching, training and education, continuous improvement, supply chain management, employee participation and motivation, benchmarking, and quality information and efficiency. The outputs are achieving higher productivity and quality, achieving high-level customer satisfaction,

enhanced customer loyalty and timely delivery. Generally, all TQM models indicated that each management intervention consists of planning and implementation and assessing procedures.

2.3.1 Top Management

Top management is responsible for the establishment of a quality service, good internal control process, quality policy and creating a time frame for quality goal in meeting the needed resource needed to achieve the quality goal (Tanninena, Puumalainen & Sandstrom, 2010). In order to achieve their goals and objectives, people need to learn how to work together through identifying and understanding the importance of organizational culture and policies especially those at the helm of affairs of corporate organizations (Cascio, 2006). Ojo (2009) claims that the management of corporate organizations need to explain and imbibe its culture in managerial employees to enable them to be familiarized with an organizational system (Ojo, 2009). The engagement strategy of top leadership, involvement, participation and long-term orientation is seen as an important means of enhancing human resource productivity and beneficial results (Arthur, 1999). Therefore, top management commitment to facilitate the operational distribution and its economic and monetary impacts as well as demonstrates the organizations' future direction by regulating macro-orientations and compiling policies and organizational objectives to boost effectiveness and productivity levels. Total quality management is managerial practices adopted by corporate organizations in ensuring that the organization continuously meets the customer requirements (Macdonald, 1999).

The concept allows the combination of quality and leadership instruments to increase company operations and reduce losses owing to wasteful practices (Kosgei, 2014). As a generic management tool, total quality management is infinitely variable and adaptable. It is the basis for operations that include dedication by senior management and all staff,

meeting customer demands, decreasing implementation cycle times, timely/demand stream production, improvement teams, lowering product and service costs, improvement systems, line management ownership, staff involvement and empowerment, appreciation and celebration, quantifying of goals/objectives and benchmarking, focusing on processes/improvement plans and particular integration into strategic planning (Wani & Mehraj, 2014). Owing to the attitude of top management concerning quality service rendering to clients, organizations have recently been unwilling to introduce complete quality management. Al-Damen (2017) thus believes that there is agreement that businesses should follow a number of principles in an integrated manner for the effective application of total quality management by top leadership.

2.3.2 Strategic Planning

Organizations are today faced with a constant barrage of quality improvement demands (Al-Damen, 2017). Planning includes determining what the organization's primary goals are and allocating resources to achieve the set goals (Ferreira & Proença, 2015). That is, planning is the systematic process of identifying a need and then working out the best way to fulfill the need within a strategic structure that allows individuals to define objectives and determine the organization's operational values. Strategic planning is a process that quality departments, quality managers and quality professionals undertake in their organizations to identify the “right” quality initiatives to best manage quality today and on into the future. It involves the following requirements: external and internal environmental analyses, quality mission development, quality policy development, quality strategic goals development, strategic quality plan development, quality strategy implementation and quality strategy tracking and assessment (Al-Damen, 2017).

Strategic planning is a definite statement of organizational plans for the intermediate term covering a horizon sufficient to plan for resources and support the annual business planning

process (Antônio, Luiz, Nicole & Annibal, 2012). Strategic management planning is a systematic, methodical and complementary process of cooperation that brings about strategic thinking in an organization (Freire, 2008). Strategic planning can be integrated with the process of strategic management in terms of strategic planning, controlling and implementing activities. Dess, Lumpkin and Taylor (2005) are of the view that strategic management was based on strategic planning process, analysis, decisions, and actions in which an organization undergo to create a sustainable competitive advantages within the business environment. Strategies are the basis for conducting process by which an organization tries to improve the efficiency of its processes for executing the set strategies. Strategic management is proposed as a key process to achieve organizational vision, strategy and objectives in a business environment. Strategic planning is a process of using management systems in making strategic decision for managers of corporate organizations (Cinquini & Tenucci, 2010).

2.3.3 Customer Focus

Organizations rely on their customer(s) and should therefore comprehend present and future customers' needs as well as striving to satisfy their demands and exceed the expectations of customers (Saleh & Mohammed, 2013). This is accomplished by researching and understanding all the customers' requirements and expectations in terms of goods, services and service date, cost and reliability, and by linking the set objectives with the customer's requirements and expectations, and by maintaining a balance between the requirements and expectations of customers and other stakeholders (owners, staff, vendors and stakeholders), and inform all levels of the facility of these requirements and expectations and evaluate customer satisfaction and actions according to outcomes, customer relationship management to attain common interest (Al-Damen, 2017).

Esin and Hilal (2014) add that total quality management and organization management principle of improving the quality of the products and services rendered in order to meet the customers' needs and expectations which in turn lead to enhance customer satisfaction and organizational performance. Ensuring loyalty of customer(s) lead to successful repetition of successful work accomplishment and assessing satisfaction and expectations of customers (Saleh & Mohammed, 2013). Hellsten and Klefsjo (2000) opined that customer-focus orientation, a component of complete management practice, can be considered as a management scheme consisting of interdependent units, benchmarking of customer oriented planning or enhancement teams and instruments such as control charts. Dale, Boaden and Lascelles (1994) add that customer focus as a philosophy embrace all practices through which the needs and expectations of the customers and their community as well as the goals of the organization are met in the most efficient and cost-effective manner by maximizing the potential of all staff in a continuous drive for enhancement.

2.3.4 Process Management

Process management is seen as a desired outcome achieved more effectively and efficiently when resources and activities are managed as a process-related (Al-Damen, 2017). Horsfall Ukoha and Alagah (2018:23), "see process management as a procedure or set of procedures intended to ensure that a product or service under development (before work is complete, as opposed to afterwards) meets specified requirements".

Fening, Amaria and Frempong (2013:1), "claim that for organizations to avoid breakdown, a key part of any total quality strategy is the management of the processes which is focused on managing the manufacturing process so that it operates as expected". However, "process management involves precisely defining and documenting process management procedures with instructions for machine operation and set-up posted at each workstation to minimize the likelihood of operator error" (Horsfall, Ukoha & Alagah, 2018:23). Flynn, Schroder

and Sakakibara (1994:339), “argue that the methods which are used for process control and improvement are problem solving methods, statistical process control, failure mode effects analysis, fool proofing, sampling and inspection”. This is accomplished by defining the activities required to accomplish the required outcome and measuring the inputs and outputs of the system and identifying the communication channels of the primary company activities and the risk assessment outcomes and prospective effects of the operations on clients, vendors and other stakeholders and clarifying management duties and that of the officials. The focus should be on how best to design, handle and enhance procedures to fully fulfill and create increased value for clients and other stakeholders (Al-Damen, 2017).

2.3.5 Employee Relation

Employee relation is a human resource practice that relates to different characteristics staff bring to their job; and this may include understanding, abilities, attitude, learning capacity, intelligence among others (Bratton & Gold, 2007). Economic development resides in the “utilization of human knowledge and human capital” (Schultz, cited in Bratton & Gold, 2007). In attempting to emphasize the significance of efficiency training, Schultz and Schultz (2010) believe that characteristics of acquired population quality, which are valuable, can be enhanced by suitable investment in human capital; since human resources are so important to an organization, efficient management of human capital element of the company is crucial to sustain its existence.

El-Tohamy and Raouch (2015) believe that total quality management is based on a set of values aimed at increasing the satisfaction of stakeholders through the effective deployment of organizational resources and that the effect of each of the values of quality management on organizational effectiveness is still being discussed. Budhwar and Mellahi (2007) criticize this strategic model of human resource management for paying less emphasis on interests of employees, legal and socio-cultural norms and values in which they operate. In

addition, Cambra-Fierro et al (2014) emphasizes that employee relation focusing on customer satisfaction is the essence of improving quality and imputing motivational factors have a way of enhancing customer satisfaction. The position of total quality management is about team work, and team work is an important aspect of management strategy in creating a positive working environment. Usrof and Elmorsey, (2016) are of the view that when team work is encouraged in organizational activities, unified organizational goals can be achieved. Levi et al (2015) is also of the view that if a team or group performs better, their members will develop a strong sense of positivity towards goal.

Ombui, Mukulu and Waititu (2012) lay credence to the prevalent method taken by most organizations when carrying out recruitment by focusing on 'a behaviour-based interview ' which can assist to some extent in predicting subsequent employee performance better than situational interviews. Nwabuzor and Anyamele (2002) observe that inherent in recruitment theory is how candidates can be affected most efficiently to seek job opening. In responding to techniques for evaluating the suitability or otherwise of applicants for certain roles, Armstrong (2006) offers these other techniques: "individual interviews, interview panels, selection boards and evaluation centers". But, the existence of a well-drawn recruitment and selection plan and the involvement of an expert team, recruitment processes taken by organizations do not rule out the likelihood of facing barriers during the exercise. Adequate practice is a fundamental principle that management and employee relationships bring into organization, it motivates members to work together in teams as well as facilitating coordination of organizational goals in a smooth direction. This will lead to teams sharing performance objectives and thus lead to improved employee morale, which will lead to productivity improvements later on. “Teamwork promotes open communication between staff and complimenting abilities that allow them to accomplish more over a defined period of time compared to when the person works alone, thus

generating synergy"(Daft,2003). In addition, Stoner (1996) argues that " team work often unleash enormous energy and creativity as well as reducing boredom because team work generates a feeling of belonging and affiliation, thus increasing the sense of dignity and self-worth among employees".

2.4 Empirical Review

In reviewing existing empirical studies on total quality management practices and organizational performance, three perspectives were considered. These include negative, positive and no relationship.

Asaad and Ayman (2019:1), "investigated how the application of total quality management can help organizations to tackle the different business challenges brought about as a consequence of the recent global financial crisis including those associated with planning, cost reduction and increasing competition". The empirical results revealed that customer focus and senior management support had a significant relationship with organizational performance. This therefore means that customer focus and senior management support enhance the ability to face different types of challenges. Awolusi (2013) examine the effects of total quality management on customer service management in the Nigerian banking industry. The study adopted the use of Malcolm Baldrige National Quality Award (MBNQA) framework. The result of the Malcolm Baldrige National Quality Award (MBNQA) framework showed that top management commitment was very keen for the successful implementation of total quality management in Nigerian banking industry. In the light of the above, we observed that there is significant relationship that exists between top management commitment and performance. Based on the prior studies, the study utilizes top management commitment as a variable of total management practices by formulating hypothesis that top management commitment has a significant positive influence on performance of the banking industry.

Horsfall Ukoha and Alagah (2018:14), “carried out a study on total quality management and organizational success of manufacturing firms in Rivers state of Nigeria”. “The study made use of primary source of data as collected by structured questionnaire and using a sample size of 238 respondents out of a population size of 588. This study used total quality management dimensions such as product improvement, process improvement and customer focus and measures such as employee and customer satisfaction with an encompassing moderating variable which is technology towards integrating the unit of measures of employed variables. However, “they found out that a positive and significant relationship was found amongst employed variables showing that a rise in any of the total quality management is very likely to give birth to a corresponding rise in their organizational success status”.

Abuzaid (2015) stated that Jordanian private hospitals are implementing high-grade total quality management practices. The greatest focus of private hospitals in total quality management practices is on customer’s/client focus, supply chain management, top manager’s quality initiative, supports and involving employees in quality management.

This claim is reinforced in the works of Wani and Mehraj (2014), when their findings showed that successful total quality management implementation results in improving overall organizational performance such as improved employee participation, better communication and improved enrollment of learners, better quality and improved competitive advantage. The improvement in its outcomes may have lent credence to its relevance and general acceptability in the world over.

Prajogo and Brown (2004) performed an empirical survey on Australian organizations to explore the connection between TQM practices and quality results. The findings suggested a powerful and positive link between these two factors.

In a research conducted by Ogbari and Borishade, (2015), the research examined the connection between total quality management and customer satisfaction in the service industries. The objectives, among others, were to assess the connection between top management obligations and customer retentions as well as to examine the impact of organizational reputation on the ongoing patronage of customers. The findings from the data analyzed disclosed that total quality management and customer satisfaction in some service industries have steadily risen over a period of time, but top management still has a lot to do to ensure total quality management and customer satisfaction as strategic in their organizations. Ogbari and Borishade, (2015) therefore recommended the need to adopt the practices of total quality management and customer service tenets.

Talib, Rahman and Qureshi (2013b) conducted a study on the relationship between total quality management practices and quality performance in Indian service companies. They adopted a survey research design by administrating structured questionnaires to employees of four service companies (healthcare, banking, ICT, hospitality) for the empirical analysis. The empirical results revealed that there is a strong correlation relationship between TQM practices and quality performance. The result also showed that there is a significant relationship between the variables total quality management practices and performance of the service industry. This means that increase in technological innovation as one of the TQM practices would significantly lead to increase in the performance of the service industry. In the light of the above; we observed that there is a positive relationship between technological innovation and performance. Based on the prior studies, the study utilizes technological innovation as a variable of total quality management practices by formulating hypotheses that technological innovation has a significant positive influence on performance of the banking industry.

Antônio, Luiz, Nicole and Annibal (2012) carried out a study on sales and operations planning and firm performance and effectiveness. They employed theoretical review of two-hundred and seventy-one (271) abstracts and fifty-five (55) papers. They found out that sales and operational planning has a weak effect on supply chain effectiveness. The implication for the empirical findings showed that there was lack of unifying frameworks for the measurement of sales and operational planning and constructs related to firm performance and effectiveness.

A study conducted by Owolabi and Makinde (2012) on the effects of strategic planning on corporate performance and effectiveness in Babcock University revealed that a significant positive correlation relationship exists between strategic planning and corporate performance and effectiveness.

Muogbo (2013) study on the impact of strategic planning management on organizational growth and development in some selected manufacturing firms in Anambra State in Nigerian revealed that the adoption of strategic planning management brings about competitiveness and had a significant effect on organizational productivity and effectiveness.

Ferreira and Proença (2015) carried out a study on strategic planning and organizational effectiveness in social service organizations in Portugal. They employed a survey design and cluster sampling technique to distribute structured questionnaire to 220 social service organizations for the empirical analysis. The empirical evidence showed that strategic planning has a positive influence on organizational effectiveness of social service organizations.

Lee, Ooi, Tan and Chong (2010) investigated the structural analysis of the relationship between total quality management practices and product innovation in Malaysia. It was found out that leadership, human resource management, strategic planning, customer focus,

information and analysis and process management have a significant positive relationship with product innovation performance. This in other words, means that the TQM practices are the key factors that positively influence innovative performance. In the light of the above, we observed that there is significant positive relationship between human resources management and performance. Based on the prior studies, the study utilizes human resources management as a variable of total management practices by formulating hypothesis that human resources management has a significant positive influence on performance of the banking industry.

Das et al. (2006) discovered a positive connection between TQM execution and organizational performance and the following TQM practices (client concentrate, ongoing enhancement; top management engagement, staff participation and product innovation). They recommend the use of reward and appreciation to involve staff in TQM initiatives.

Salaheldin (2008) disclosed that the application of TQM has a beneficial impact on both operational and organizational performance. The findings indicate that client focus, ongoing enhancement, top management engagement, staff engagement and product innovation are substantially and favorably linked to product quality.

2.5 Review of Related Theories

The theories that relate to total quality management practices and organizational performance will be discussed below;

2.5.1 Stakeholder Theory

The managerial aspect of the organizations' close ties with the potential stakeholder is significantly related to the success of the organization (Deegan, Rankin, & Tobin, 2002). Deegan et al., (2002) argued the ethical aspect of the stakeholder theory that the organization needed to be fair to all the stakeholders. This implied that powers given to the

stakeholders are not relevant. Stakeholder theory contends that the pressure exercised on organizations by different stakeholders' conditions firms' behaviour. Chenhall (2003) indicated that organizations that faced intense pressure needed to develop a structure for effective control mechanism and hence adopt organic system. To solve the intense pressure stakeholders' firms face, there is the need to employee environmental management. There exist significant and positive relationships between pressure from stakeholders and organizational environmental responsibility with respect to managing the amount of information relating environmental conditions and the efforts by managers to let the stakeholders be aware of the volume of effort put into environmental protection as a field (James, 1992). Moneva and Liena (2012) asserted that there was an improvement in the behavioural pattern by stakeholders on social and environmental information as an acknowledgement of the pressure by stakeholders.

2.5.2 Deming Theory of Total Quality Management

The Deming theory of total quality management is based on the concept of customer and the satisfaction the customer derives from consuming quality product and receiving quality services (Deming, 1986). Deming in his theory, encourages American managers to produce quality product and rendering quality service in order to satisfy the customer. More so, quality can be assessed by looking at performance, reliability, conformity to standards, durability, service ability, aesthetics and complying with customer requirements. According to the theory, to achieve customer satisfaction, the quality process must be improved upon by organization in the quest of meeting the customer demands and continuous process improvement management in producing quality goods and services in customer-focused organizations (Deming, 1986). However, Edward Deming contribution has been reviewed and criticized by recent studies. One of such criticisms is the work by Hunter, (2012.) Hunter disagreed with Deming on his views on the elimination of evaluation of performance, merit rating or annual appraisal scheme.

According to Hunter (2012), performance appraisal is a "who-based" approach to problem solving. Luce, (2015) also disagreed with Deming on the elimination of appraisal. To Luce, (2015), appraisals are not only used as a veritable compensation tool but they are also intended to collectively drive the organization to its goal and unto financial success as they only move in one direction upward. Contrary to the views of Luce, Brent, (2016) bought into Deming's views of appraisal elimination by his proclamation that Deming's advice is right on since his views were based on decades of experience and convictions. Again, the idea that the system the people work and their interaction with people may account for 90-95% of performance by Deming was also criticized by Stickle, (2012) as he claimed that there is no evidence to show that this is true in practice either in multiple industries and businesses. He argued that 90 or 95% of performance means nothing without data attached. Leveraging on this line of logic, Hunter, (2012), affirmed that Deming's claims were based on decades of experience rather than on a set of data. Furthermore, the idea that management should focus on system improvement rather than searching for what people did wrong by Deming's theory was also criticized by Dowd, (2012) when he argued that individual impact has a relative percentage contribution to output and that the value or amount of such is not zero. He argued that individual contribution may vary from situation to situation but cannot be separated from the system contributions.

2.5.3 Juran Theory of Total Quality Management

Juran theory of total quality management is based on the practices of quality planning, quality control, and quality improvement carried out by strategic managers (Juran, 1988). Juran was of the opinion that quality product or service will be achieved by organizations when the organization recognizes the presence of top management commitment, quality planning, training and development of employees. Juran (1989), quality is simply the ability to meet the desired need or fitness for use. Therefore, managers must set out quality standards that assess the cost and effectiveness of the quality improvement program as a

result of implementing the practice of total quality management in the banking industry. Juran ten steps to quality improvement are to build awareness of opportunities and to improve on them, set goals, organize to reach goals, provide training, carry out projects to solve problems, report progress, give recognition, communicate results, keep scores and maintain momentum by making annual improvement part of the systems and processes of the company. Series of criticisms have trailed Juran's contribution to total quality management in recent time. In a review of Juran's contribution to total quality management, Goldman, (2005) agreed with Juran's trilogy of 1954 which focused on quality planning, quality control and quality improvement. But emphasized that consumers' needs should be included in the development of products, processes and services. Dudu and Agwu (2014), leveraged on this line of thought and asserted that in recent decades, total quality management has become the buzz word in the management practice and stressed that delighted customers always purchase over and over again and advertise goods and services for the company they are loyal to. In another development, Juran's trilogy was reviewed and cited in Tanninena, Puumalainen and Sandstrom (2010).

2.5.4 Expectancy Theory

Expectancy theory is based on the notion that individuals prefer certain outcomes from their behaviour to others by given level of performance. The theory emphasizes that an individual's level of performance is dependent on the perceived expectation in relation to effort expended in achieving the desired outcome. An employee desiring promotion will only achieve high performance if and only if he/she believes his/her behaviour will eventually lead to promotion otherwise, he/she will not exert effort (Vroom, 1964). Employees may not be willing to work hard if they think their efforts will not lead to task achievement or there are no performance rewards or if the employees do not value the benefits attached to the task performed. According to the expectancy theory, the person will be driven by two expectations to engage in task performance. Expectancy is the

probability that the exerted effort will lead to the results desired. The first expectation (instrumentality) is the probability that a specific task performed will lead to certain desired results. If there is a high probability that some effort will not be rewarded, the worker will not be extremely motivated to undertake the job. An instance is non-monetary incentives related to employment. Time and facilities to achieve the performance objectives should be provided. Secondly, a favorable relationship between necessary performance and reward can be strengthened. Performance goals should be obviously described and there should be a connection between the value of benefits for staff and the performance needed to obtain it. This may be feasible if the objectives to be accomplished are obviously mentioned. Third, it is possible to choose benefits and results that are of importance to staff. Non-monetary incentives provide staff with a variety of decisions. This theory postulates that rewards or penalties serve as a means of ensuring that individuals behave in a required manner. The theory says that staff only work for cash and are only motivated. The theory says that most individuals only work for cash and are only driven when rewards and penalties are linked to their performance.

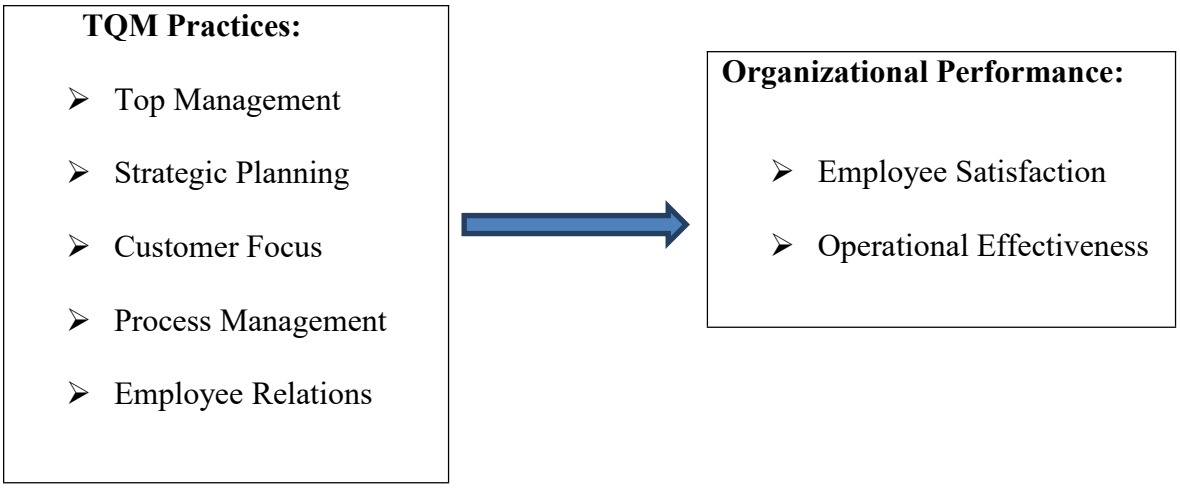
Theories Adapted for the Study

The theory adapted in this study is Deming theory of total quality management. The Deming theory of total quality management is based on the concept of customer and the satisfaction the customer derives from consuming quality product and receiving quality services (Deming, 1986). Deming in his theory, he encourages American managers to produce quality product and rendering quality service in order to satisfy the customer. More so, quality can be assessed by looking at performance, reliability, conformity to standards, durability, service ability, aesthetics and complying with customer requirements. According to the theory, to achieve customer satisfaction, the quality process must be improved upon by organizations in the quest of meeting the customer demands and continuous process improvement management in the production of quality goods and services in customer-focused organizations (Deming,

1986). Therefore, management of organizations must set out quality standards that assess the cost and effectiveness of the quality improvement program as a result of implementing the practice of total quality management in the banking industry.

Conceptual Framework

Independent Variables



Source: Adapted framework of Al-Damen (2017)

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter explains the methodology relevant to this research. This chapter presents the research design, the population and sampling framework, the operationalization and measurement of variables, the research instrument, source of data, method adopted in collecting and analyzing data.

3.2 Research Design

The research design used for this study is the survey research with the aid of questionnaire for data collection. A survey research will be used because it involves the systematic gathering of information from respondents for the purpose of understanding and/or prediction ((Kerlinger, 1986). Specifically, we will be adopting the case study method. The research objectives under study and hypotheses to be tested are amenable to this research design.

3.3 The Population of the Study

Population is the totality of objects being studied and to which the generalization of our result will apply (Agbadudu, 2008). Therefore, the population of the study includes all employees of NPDC, Benin City, Edo State of Nigeria. The population of the study will be made up of top management, middles managers and front line managers respectively. The population size will actually define the scope of the study within which the research findings would be applicable. Therefore, the total number of staff in NPDC is 700 (Personnel Department, 2019).

3.4 Sample Size and Sampling Techniques

The sample for the above study will be randomly selected for the given study. A sample is a subset of a population selected to meet specific objectives (Esan & Okafor, 1995). It results in the reduction of the amount of data to be collected by considering only data from a subgroup rather than all possible elements. A simple random sampling technique will be used in selecting the sampled respondents. The justification for using random sampling technique is that it eliminates the possibility that the sample is biased by the preference of the individual selecting the sample (Bordens & Abbott, 2002). Therefore, the sample size will be obtained using the Yamane (1981) formula:

$$n = \frac{N}{1+Ne^2}$$

Where N is the population size,

n is the sample size,

e is the chance allowed for error or the level of significance at 5%.

Given the population size and an assumed significance level of five percent (5%), the sample size is computed as, $n = \frac{N}{1+Ne^2}$.

$$n = \frac{700}{}$$

$$1 + 700\ (0.05)^2$$

$$= \frac{700}{1 + 700\ (0.0025)}$$

$$= \frac{700}{1 + 1.75}$$

$$= \frac{700}{2.75}$$

$$n = 254.54$$

From the above computation, the sample size is approximately 255. Therefore, for the purpose of this study, we will administer 255 questionnaires to full time employees of NPDC, Benin City.

3.5 Operationalization and Measurement of Variables

The study focuses on total quality management and organizational performance which will be constructed from extant literature. The items for operationalization and measurement of variables will be sub-sectionalized along the identified objectives of this study and will be measured accordingly with the use of Likert-type 5-point scale and the personal information of the respondents will be subjected to Likert-type 5-point scale. Table 3.5 shows how these variables will be operationalized.

Table 3.5 Operationalization and Measurement of variables

Variables	**Operationalization and measuring scale**	**Represented in data gathering instrument as question number:**
Dependent	Organizational performance is operationally seen as	Q1-Q9

Variable: Organizational performance	the level of organizational achievement with regard to organization regulations, expectation and requirement in meeting the organizational goals and objectives. Responses to these items will be measured on a five point Likert scale of 5= "strongly agree" to 1= "strongly disagree". Items in this section were adopted from Singh, Kumar and Singh (2018) scale.	
Independent Variable: Top management	Top management is operationally seen as responsible for the establishment of a quality service, good internal control process, quality policy and creating a time frame for quality goal in meeting the needed resource needed to achieve the quality goal of the organization. Responses to these items will be measured on a five point Likert scale of 5= "strongly agree" to 1= "strongly disagree". Items in this section were adopted from Singh, Kumar and Singh (2018) scale.	Q10-Q15
Independent Variable: Strategic planning	Strategic planning is operationally defined as a systematic approach to defining long-term business goals, including goals to improve quality and plans to achieve them. Responses to these items will be measured on a five point Likert scale of 5= "strongly agree" to 1= "strongly disagree". Items in	Q16-Q21

	this section were adopted from Singh, Kumar and Singh (2018) scale.	
Independent Variable: Process Management	Process management is operationalized as the effective and efficient process design, management and improvement that fully satisfy, and generate increasing value for, customers and other stakeholders. Responses to these items will be measured on a five point Likert scale of 5= "strongly agree" to 1= "strongly disagree". Items in this section were adopted from Singh, Kumar and Singh (2018) scale.	Q22-Q25
Customer Focus	Customer focus is operationalized as the degree of an organization's commitment toward serving its clients' needs and expectations. Responses to these items were measured on a five point Likert scale of 5= "strongly agree" to 1= "strongly disagree". Items in this section were adopted from Singh, Kumar and Singh (2018) scale.	Q26-Q30
Independent Variable: Employee Relation	Employee relation is operationally focuses on customer satisfaction is the essence of improving quality and imputing motivational factors have a way of enhancing customer satisfaction. Responses to these items will be measured on a five point Likert scale of 5= "strongly agree" to 1= "strongly	Q31-Q35

	disagree". Items in this section were adopted from Singh, Kumar and Singh (2018) scale.	

Source: Researcher's construction (2019)

3.6 The Research Instrument

The questionnaire has two parts. The first part will be demographic information and the second part survey questionnaire relating to this study. The survey questionnaire will be divided into two sections: A and B. Section A questions are about the TQM constructs and section B questions are about performance constructs. TQM constructs are: top management, customer strategic planning, customer focus, process management and employee relations. All questions in the survey questions will make use of the 5 point Likert scale method ranging from Strongly Agree to Strongly Disagree. The questions on TQM construct will be adapted from the instrument developed by Singh, Kumar and Singh (2018), while performance construct will be adapted from Oluwatoyin and Oluseun (2008).

3.7 Reliability of the Research Instrument

The research instrument to be used for the purpose of this research will be self-administered questionnaire. The use of questionnaire is desirable due to the type of information required. A questionnaire is a document containing a set of questions for soliciting information from respondents on the subject of a research investigation. An instrument will not be valid unless it is reliable. Reliability is concerned with the ability of an instrument to measure consistently. Reliability of an instrument is closely associated with its validity (Tavakol & Dennick, 2011). A Cronbach Alpha (α) value greater or equal to 0.70 will be used to justify the reliability of the research instrument (Nunually, 1978). The reliability tests will be utilized to evaluate the validity of the comparison of the

structured questions. The items generated will be on the research objectives raised for the study.

3.8 Sources of Data

The nature of this study necessitated the use of primary data. The data for this research will be obtained from the questionnaires to be administered to members of staff of the Nigerian Petroleum Development Company Limited (NPDC), Benin City. However, the total number of staff of NPDC was obtained through secondary data available in the company.

3.9 Methods of Data Analysis

The primary data collected from the questionnaires administered will be analyzed using descriptive statistics, Pearson correlation matrix will be used to test the relationship between the variable while multiple regression techniques will be adopted to test the significant impact of the given variables for the study with the help of EViews 8.0 econometric software and alpha test will be performed using Statistical Package for Social Sciences (SPSS), version 21.0.

CHAPTER FOUR

DATA PRESENTATION, ANALYSES AND INTERPRETATION

4.1 Introduction

The purpose of this study is to examine the influence of total quality management practices and organizational performance. This study adopts a survey research instrument through the administration of questionnaires to two hundred and fifty-five (255) employees of NPDC, Benin City, Edo State, Nigeria. The data for the study are analyzed using descriptive statistics, Pearson correlation and multivariate regression analysis. The descriptive method describes the demography of respondents using frequency, percentages and tables.

4.2 Data Presentation and Analysis for Sample Background Variables

A total of two hundred and fifty-five (255) questionnaires were administered to the sampled respondents and one hundred and forty-six (146) was duly returned and usable, and subsequently analyzed. Therefore, the response rate was 57.3%. The demography of the respondents was presented in the Table 4.2 below.

Table 4.2: Demography of Respondents

Responses	Frequency	Percentage (%)
Sex:		
Male	126	86.9
Female	19	13.1
Age:		
25- 30 Years	7	4.8
31 - 36 Years	41	28.3
37 - 42 Years	62	42.8
42 Years and above	35	24.1
Marital Status:		
Married	117	82.4
Single	23	16.2
Separated	1	0.7
Widowed	1	0.7
Divorced	-	-
Educational Qualification:		
SSCE	4	2.8
HND/BSC	69	48.9
MSC/MBA	66	46.8

PHD	2	1.4
Rank:		
Management Staff	4	2.8
Senior Staff	99	69.2
Junior Staff	2	1.4
Contract Staff	37	25.9
Causal Staff	1	0.7
Number of Years Work:		
0- 5 years	21	14.5
6-10 years	31	21.4
11-15 years	63	43.4
16 -20 years	20	13.8
21 years and above	10	6.9

Source: Author's Compilation, 2019

The table above showed the gender distribution of respondents who returned usable copies of questionnaire administered of whom, 126 (86.9%) were males and 19 (13.1%) were females. This implies that majority of the respondents were males. The age distribution of the sampled respondents, 7 (4.8%) of respondents were aged 25-30 years, 41 (28.3%) of respondents were aged 31-36 years, 62 (42.8%) of respondents were aged 37-42 years and 35 (24.1%) of respondents were aged 42 years and above. This shows that majority of the respondents were aged 37-42 years. On the issue of marital status of the sampled respondents, 117 (82.4%) of respondents were married, 23 (16.2%) of respondents single, 1 (0.7%) of respondents were separated and 1 (0.7%) of respondents were widowed. This

shows that majority of the respondents were married. On highest educational qualification of the respondents who returned valid copies of distributed questionnaires of whom 4 (2.8%) of respondents possessed SSCE certificate, 69 (48.9%) of respondents possessed HND/BSC certificate, 66 (46.8%) of respondents possessed MSC/MBA certificate and 2 (1.4%) of respondents possessed PHD certificate. This means that majority of the sampled respondent's possessed HND/BSC certificate. On the issue of rank, 4 (2.8%) of the respondents were in top management, 99 (69.2%) of the respondents were senior staff, 2 (1.4%) of the respondents were in junior staff, 37 (25.9%) of the respondents were in contract staff and 1 (0.7%) of the respondents were casual staff. This means that majority of the respondents were in senior staff. On the number of years work in the organization, 21 (14.5%) had work for the period of 0-5 years, 31 (21.4%) had work for the period of 6-10 years, 63 (43.4%) had work for the period of 11-15 years, 20 (13.8%) had work for the period of 16-20 years and 10 (6.9%) had work for the period of 21 years and above. This shows that majority of the respondents had work for the period 11-15 years.

4.3 Data Presentation and Analysis for the Variables

The presentation of data was analyzed by using Cronbach Alpha test to test the internal consistency of the items, Pearson correlation to test the relationship between the dependent variable and independent variables and the multivariate regression analysis was used to test the formulated hypotheses.

4.3.1 Reliability Test

In verifying the internal consistent of the instruments, the questionnaires were structured from the dependent variable (Organizational performance) and the independent variables (top management strategic planning, process management, customer focus and employee relation).

In analyzing our data, Cronbach Alpha test was conducted to test the reliability of the structured questions. The result obtained was presented in the table below.

Table 4.3.1: Reliability Test

VARIABLE	CRONBACH'S ALPHA	NO OF ITEMS
Organizational Performance	0.819	9
Top management	0.825	6
Strategic planning	0.730	6
Process management	0.728	4
Customer focus	0.782	5
Employee relation	0.775	5

Source: Author's Compilation (2019)

The reliability for the internal consistency of the construct items for the dependent variable and the independent variables were from 0.727 to 0.825. The highest reliability of internal consistency result was top management with a Cronbach alpha value of 0.825, followed by organizational performance with a Cronbach alpha value of 0.819, followed by customer focus with a Cronbach alpha value of 0.782, followed by employee relation with a Cronbach alpha value of 0.775, followed by strategic planning with a Cronbach alpha value of 0.730 and process management with a Cronbach alpha value of 0.727. This means that the Cronbach's Alpha for all the variables is more than 0.70. The variables were considered to be good for internal alpha which is between 0 and 1. This means scales in this reliability analysis were well-established and the result was acceptable for further empirical analyses.

4.3.2 Pearson Correlation Matrix

The Pearson correlation matrix was to the relationship between total quality management practices and organizational performance. It would be revealed from the correlation

coefficient that top management (TOPM) and organizational performance (OPF) were positive and moderately correlated (0.56). This means that increase in top management might lead to improved organizational performance. The correlation coefficient also showed that strategic planning (STRP) and organizational performance (OPF) were positive and moderately correlated (0.30). This implies that regular planning might lead to improved organizational performance. It would be revealed from the correlation coefficient that process management (PROSM) and organizational performance (OPF) were positive and moderately correlated (0.46). This implies that intensive process management might lead to improved organizational performance. Also, the correlation coefficient showed that customer focus and organizational performance (OPF) were positive and moderately correlated (0.30). This implies that more customer focus might lead to increase organizational performance. The correlation coefficient result showed that employee relation (EMPR) and organizational performance (OPF) were positive and moderately correlated (0.44). This means that good employee relation adopted by policy makers might enhance organizational performance. A careful look at the correlation coefficients, a positive and moderate correlation relationship exists between total quality management practices and organizational performance. The correlation results also revealed the absence of multicolinearity problem among the explanatory variables. Multicollinearity between explanatory variables may result to wrong signs or implausible magnitudes, in the estimated model coefficients, and the bias of the standard errors of the coefficients. It would be noted that correlation was a mere relationship until it was significantly significant. The correlation result was presented in Table 4.3.2 below:

Table 4.3.2: Pearson Correlation Result

VARIABLE	OPF	TOPM	STRP	PROSM	CFOS	EMPR
OPF	1					

TOPM	0.56	1				
STRP	0.30	0.47	1			
PROSM	0.46	0.64	0.59	1		
CFOS	0.30	0.34	0.27	0.40	1	
EMPR	0.44	0.45	0.28	0.41	0.72	1

Source: Author's Compilation (2019)

4.3.3 Multiple Regressions Techniques

The study employed multivariate regressions analysis technique to test the formulated hypotheses given the individual significance of the variables. The multiples regressions result between total quality management practices and organizational performance was empirically tested and the results were presented in table 4.3.3 below;

Table 4.3.3: Multiple Regressions Results

Variable	Coefficient	t-test	P-value
C	1.61	5.94	0.0000
TOPM	0.30	4.11	0.0001
STRP	-0.02	-0.27	0.7873
PROSM	0.14	1.57	0.1176
CFOS	-0.05	-0.81	0.4168

EMPR	0.14	2.71	0.0075

R-Square = 0.378240

Adjusted R-Square = 0.356035

F-Statistic = 17.03349

Prob. (F-Statistic) = 0.000000

Durbin Watson Statistic = 1.344464

Source: Author's Compilation (2019)

It would be observed from table 4.3.3 that the coefficient of determination (adj. R^2) value of 0.356035 that about 36% of the systematic variations in organizational performance were jointly explained by top management, strategic planning, process management, customer focus and employee relation. The remaining 64% was captured by the error term. The F-statistic value of 17.03349 showed that there was a significant linear relationship between total quality management practices and organizational performance. The Durbin Watson value of 1.344647 revealed the presence of serial autocorrelation in the regression results it was irrelevant in this study due to the nature of data employed.

Following the above, it would be revealed from the multiple regressions results that top management (TOPM) had a significant positive relationship with organizational performance (OPF) at 1% level of significance. This means that we were 99% confidence level that increase top management would significantly lead to increase organizational performance. This implies that the positive coefficient value of top management (0.30) accounted for 30% increase in organizational performance. The significant relationship of top management was because it passed the individual test of significance.

The results showed strategic planning (STRP) had an insignificant negative relationship with organizational performance (OPF) even at 5% level of significance. The negative coefficient value of strategic planning (-0.02) accounted for 2% decrease in organizational performance but it was statistically insignificant. The insignificant of strategic planning was because it failed the individual test of significance.

The results also showed process management (PROSM) had an insignificant positive relationship with organizational performance (OPF) even at 5% level of significance. This implies that the positive coefficient value of process management (0.14) accounted for 14% increase in organizational performance but it was statistically insignificant. The insignificant of process management was because it failed the individual test of significance.

The variable, customer focus (CFOS) had an insignificant negative relationship with organizational performance (OPF) even at 5% level of significance. This implies that the negative coefficient value of customer focus (-0.05) accounted for 5% decrease in organizational performance but it was statistically insignificant. The insignificant of customer focus was because it failed the individual test of significance.

The results also showed employee relation (EMPR) had a significant positive relationship with organizational performance (OPF) at 1% level of significance. This means that we were 99% confidence level that good customer focus adopted would significantly lead to increase organizational performance. This implies that the positive coefficient value of leadership (0.14) accounted for 14% increase in organizational performance. This therefore means that good customer focus adopted by management would significantly enhance organizational performance. The significant of customer focus because it passed the individual test of significance.

4.4 Discussion of Findings

The multiple regressions results revealed that top management had a significant positive relationship with organizational performance at 1% level of significance. The finding was consistent with the findings of Alghamdi (2018) and Awolusi (2013) that there is significant relationship that exists between top management and organizational performance. This study therefore suggested that we should reject the null hypothesis that top management has no significant relationship with organizational performance. Strategic planning had an insignificant negative relationship with organizational performance. The finding was inconsistent with the findings of Owolabi and Makinde (2012) and Muogbo (2013) that a significant positive relationship exists between strategic planning and organizational performance. The finding of Ferreira and Proença (2015) was inconsistent with the results that strategic planning has a positive influence on organizational performance. This study therefore suggested that we should accept the null hypothesis that strategic planning has no significant relationship with organizational performance. Process management had an insignificant positive relationship with organizational performance. The finding was inconsistent with the findings of Horsfall Ukoha and Alagah (2018) that a positive and significant relationship between process management and organizational performance. This study therefore suggested that we should accept the null hypothesis that process management has no significant relationship with organizational performance. Customer focus had an insignificant negative relationship with organizational performance. The finding was inconsistent with the findings of Horsfall Ukoha and Alagah (2018) that a positive and significant relationship between customer focus and organizational performance. The findings of Asaad and Ayman (2019) were inconsistent with the results that customer focus had a significant relationship with organizational performance. This study therefore suggested that we should accept the null hypothesis that customer focus has

no significant relationship with organizational performance. Employee relation had a significant positive relationship with organizational performance (OPF) at 1% level of significance. The finding was inconsistent with the findings of Salaheldin (2008) that employee relation and organizational performance was positively and significantly related. This study therefore suggested that we should reject the null hypothesis that employee relation has no significant relationship with organizational performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This study examined the relationship between total quality management practices and organizational performance. This study adopted a survey research instrument through the administration of questionnaires to two hundred and fifty-five (255) to employees of NPDC, Benin City, Edo State. Nigeria. The data for the study were analyzed using descriptive statistics, Pearson correlation and multivariate regression analysis.

5.2 Summary of Findings

The multiple regressions found that:

(i) Top management had a significant positive relationship with organizational performance at 1% level of significance.

(ii) Strategic planning had an insignificant negative relationship with organizational performance.

(iii) Process management had an insignificant positive relationship with organizational performance.

(iv) Customer focus had an insignificant negative relationship with organizational performance.

(v) Employee relation had a significant positive relationship with organizational performance at 1% level of significance.

5.3 Conclusions

Total quality management also engages all organizational staff members in the process of covering customers' expectation through utilizing problem solving methods to enhance the quality of all Organizational products and services. Total quality management is considered as a comprehensive integration between several models, procedures, individuals and communication processes to cover all customer demands. Total quality management is a

management strategy that enables an organization to continuously meet agreed customer requirements by consistently achieving planned and continuous improvement in the quality of all activities, processes and results at the lowest overall cost. Total quality management as a tool of strategic management provides relevant information needed by managers in making decisions useful in meeting the organizational goals. Organizational performance by an employee is about task accomplishment which is usually assessed by personnel directors on an annual or quarterly basis in order to identify suggested areas for improvement. The multiple regressions results showed that top management had a significant positive relationship with organizational performance at 1% level of significance, strategic planning had an insignificant negative relationship with organizational performance, process management had an insignificant positive relationship with organizational performance, customer focus had an insignificant negative relationship with organizational performance and employee relation had a significant positive relationship with organizational performance (OPF) at 1% level of significance.

5.4 Recommendations

In line with the above subject, the recommendations below become absolutely necessary, therefore the recommendations are made accordingly:

(i) The study recommends that the presence of top management as component of total quality management practices would significantly enhance organizational performance.

(ii) The study also therefore recommends that process management as a component of total quality management practices would improve organizational performance in the long-run due to its positive coefficient.

(iii) The study therefore suggests that priority given to customer focus by management would negatively affect organizational performance in the long-run.

(iv) The study also therefore recommends that management should adopt good employee relation for better performance of the organizational.

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APPENDICES: RESULTS

DESCRPTIVE STATISTICS

GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	126	86.3	86.9	86.9
	2	19	13.0	13.1	100.0
	Total	145	99.3	100.0	
Missing	System	1	.7		
Total		146	100.0		

AGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	7	4.8	4.8	4.8
	2	41	28.1	28.3	33.1
	3	62	42.5	42.8	75.9
	4	35	24.0	24.1	100.0
	Total	145	99.3	100.0	
Missing	System	1	.7		
Total		146	100.0		

MARITAL STATUS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	117	80.1	82.4	82.4
	2	23	15.8	16.2	98.6
	3	1	.7	.7	99.3
	4	1	.7	.7	100.0
	Total	142	97.3	100.0	
Missing	System	4	2.7		
Total		146	100.0		

EDUCATIONAL QUALIFICATION

		Frequency	Percent	Valid Percent	Cumulative Percent

	1	4	2.7	2.8	2.8
	2	69	47.3	48.9	51.8
Valid	3	66	45.2	46.8	98.6
	4	2	1.4	1.4	100.0
	Total	141	96.6	100.0	
Missing	System	5	3.4		
Total		146	100.0		

RANK

		Frequency	Percent	Valid Percent	Cumulative Percent
	1	4	2.7	2.8	2.8
	2	99	67.8	69.2	72.0
	3	2	1.4	1.4	73.4
Valid	4	37	25.3	25.9	99.3
	5	1	.7	.7	100.0
	Total	143	97.9	100.0	
Missing	System	3	2.1		
Total		146	100.0		

NUMBER OF YEARS WORK

		Frequency	Percent	Valid Percent	Cumulative Percent
	1	21	14.4	14.5	14.5
	2	31	21.2	21.4	35.9
	3	63	43.2	43.4	79.3
Valid	4	20	13.7	13.8	93.1
	5	10	6.8	6.9	100.0
	Total	145	99.3	100.0	
Missing	System	1	.7		
Total		146	100.0		

RELIABILITY TEST

Organizational performance

Reliability Statistics

Cronbach's Alpha	N of Items
.819	9

Item Statistics

	Mean	Std. Deviation	N
Q1	3.41	.854	141
Q2	3.41	.887	141
Q3	3.56	.778	141
Q4	3.66	.754	141
Q5	3.36	.897	141
Q6	3.30	.783	141
Q7	3.60	.675	141
Q8	3.27	.764	141
Q9	3.38	.752	141

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q1	27.55	15.821	.655	.783
Q2	27.55	15.978	.597	.791
Q3	27.40	17.370	.466	.807
Q4	27.30	17.968	.385	.816
Q5	27.60	15.914	.598	.790
Q6	27.65	16.957	.531	.799
Q7	27.35	18.088	.428	.811
Q8	27.69	16.545	.622	.789
Q9	27.58	18.059	.372	.817

Top management

Reliability Statistics

Cronbach's Alpha	N of Items
.825	6

Item Statistics

	Mean	Std. Deviation	N
Q10	3.71	.829	143
Q11	3.30	1.000	143
Q12	3.43	.852	143
Q13	3.52	.830	143
Q14	3.36	.907	143
Q15	3.38	.839	143

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q10	16.99	10.817	.603	.795
Q11	17.39	9.874	.623	.791
Q12	17.27	10.549	.636	.788
Q13	17.17	10.652	.637	.788
Q14	17.34	10.563	.578	.800
Q15	17.31	11.341	.486	.817

Strategic planning

Reliability Statistics

Cronbach's Alpha	N of Items
.730	6

Item Statistics

	Mean	Std. Deviation	N

Q16	3.95	.691	145
Q17	3.69	.702	145
Q18	3.77	.734	145
Q19	3.57	.848	145
Q20	3.83	.811	145
Q21	3.87	.793	145

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q16	18.72	6.729	.493	.686
Q17	18.99	7.111	.365	.719
Q18	18.90	6.380	.554	.667
Q19	19.11	5.974	.549	.665
Q20	18.85	6.143	.540	.669
Q21	18.81	7.060	.304	.739

Process management

Reliability Statistics

Cronbach's Alpha	N of Items
.727	4

Item Statistics

	Mean	Std. Deviation	N
Q22	3.56	.796	146
Q23	3.45	.743	146
Q24	3.60	.757	146
Q25	3.49	.772	146

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q22	10.53	3.148	.497	.679
Q23	10.64	3.224	.528	.661
Q24	10.49	3.259	.495	.679

Q25	10.60	3.096	.549	.647

Customer focus

Reliability Statistics

Cronbach's Alpha	N of Items
.782	5

Item Statistics

	Mean	Std. Deviation	N
Q26	3.41	.805	140
Q27	3.61	.736	140
Q28	3.59	.865	140
Q29	3.21	.794	140
Q30	3.18	.807	140

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q26	13.59	6.101	.467	.771
Q27	13.39	6.096	.540	.748
Q28	13.41	5.180	.680	.697
Q29	13.79	5.824	.561	.741
Q30	13.82	5.831	.544	.746

Employee relation

Reliability Statistics

Cronbach's Alpha	N of Items
.775	5

Item Statistics

	Mean	Std. Deviation	N
Q31	3.46	.957	142
Q32	3.58	1.074	142

Q33	3.46	1.056	142
Q34	3.51	1.057	142
Q35	3.24	1.254	142

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q31	13.78	11.860	.409	.776
Q32	13.66	9.701	.691	.684
Q33	13.78	10.101	.634	.705
Q34	13.73	10.226	.611	.713
Q35	14.00	10.411	.431	.782

PEARSON CORRELATION MATRIX

	OPF	TOPM	STRP	PROSM	CFOS	EMPR
OPF	1.000000	0.564596	0.305778	0.469726	0.307863	0.448397
TOPM	0.564596	1.000000	0.470530	0.646171	0.348286	0.454735
STRP	0.305778	0.470530	1.000000	0.596044	0.271201	0.288944
PROSM	0.469726	0.646171	0.596044	1.000000	0.403929	0.419786
CFOS	0.307863	0.348286	0.271201	0.403929	1.000000	0.723431
EMPR	0.448397	0.454735	0.288944	0.419786	0.723431	1.000000

MULTIPLE REGRESSIONS

Dependent Variable: OPF
Method: Least Squares
Date: 06/29/19 Time: 20:56
Sample: 1 146
Included observations: 146

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	1.666131	0.280365	5.942714	0.0000
TOPM	0.304751	0.074103	4.112549	0.0001
STRP	-0.023402	0.086586	-0.270275	0.7873
PROSM	0.141094	0.089604	1.574638	0.1176
CFOS	-0.051269	0.062959	-0.814318	0.4168
EMPR	0.147669	0.054433	2.712839	0.0075

R-squared	0.378240	Mean dependent var	3.451443
Adjusted R-squared	0.356035	S.D. dependent var	0.513761
S.E. of regression	0.412280	Akaike info criterion	1.106002
Sum squared resid	23.79652	Schwarz criterion	1.228616
Log likelihood	-74.73811	Hannan-Quinn criter.	1.155822
F-statistic	17.03349	Durbin-Watson stat	1.344647
Prob(F-statistic)	0.000000		

DEPARTMENT OF BUSINESS ADMINISTRATION

FACULTY OF MANAGEMENT SCIENCES

UNIVERSITY OF BENIN

BENIN CITY

Dear Sir/ Madam Date: April, 2019

SOLICITING FOR QUESTIONNAIRE COMPLETION

I am an MBA student in the above named Department presently conducting a research investigation on the topic: **Total Quality Management Practices and Organizational Performance**.

Kindly answer the following questions for me as sincerely as possible. Be assured that your answers will be treated with utmost confidence and used solely for the purpose of this research. All you are required to do is to tick the answers that correspond with your opinion in the boxes provided.

Thank you for your cooperation.

_____

Godwin Agbor

Researcher

PART A: PERSONAL BIO-DATA

Instruction: please tick ( ) as applicable in the boxes provided.

1. Gender: Male ( ) Female ( )
2. Age : 25-30yrs ( ) 31-36yrs ( ) 37- 42yrs ( ) 42yrs and above ( )
3. Marital Status: Married ( ) Single ( ) Separated ( ) Widowed ( ) Divorced
4. Highest Educational Qualification: SSCE ( ) HND/ BSC ( ) MSC/MBA ( ) PhD ( )

5. Rank: Top Management ( ) Senior Staff ( ) Junior Staff ( ) Contract Staff ( ) Casual Staff ( )
6. The number of years you have worked for the organizations: 0-5 years ( ) 6-10 years ( ) 11-15 years ( ) 16 -20 years ( ) 21 years and above ( )

Part B

Instruction: kindly tick (√) the option that most agrees with your views. Kindly ranks the options that most agree with your view:

Very low - VL (1), Low L - (2) Average A - (3), High H - (4) Very high VH - (5)

S/N	CONSTRUCT ITEMS	VL	L	A	H	VH
A	**Organizational Performance**					
1	How would you rate your level of satisfaction with the authorities of this company					
2	How would you rate management recognition of team-work effort					
3	How would you rate the flexibility of your job role					
4	How would you rate individual effort in delivering quality services in the company					
5	How would you rate the level of efficiency among the staff					
6	How would you rate the increase in sales compared to previous years					
7	How would you rate the product quality of the company					
8	How would you rate the service quality of the company					
9	How would you rate the increase in exports compare to previous years					
	SA=Strongly Agree, A=Agree, N=Neutral, D=Disagree and SD= Strongly Disagree.					
B	**Top Management**	**SD**	**D**	**N**	**A**	**SA**
10	Top management provides significant resources to improve and maintain quality					
11	Top management views quality more as more important than production					
12	Management at the top takes quality as their responsibility					
13	Top management routinely interact with their concerned departments to ensure quality					

14	Top management is evaluated on quality performance					
15	Top management anticipates changes and make plans to accommodate them					
	Strategic Planning	**SD**	**D**	**N**	**A**	**SA**
16	Management are actively involved in communication and planning of organizational goals					
17	There is periodic use of forums and evaluations to tailor strategies to increase chances of success					
18	Regular progress review of strategic plans are carried out in my company					
19	The strategic plan of this company is communicated and known to me					
20	Strategic planning helps strengthen the organization market position					
21	Strategic planning is a very demanding process					
	Process Management	**SD**	**D**	**N**	**A**	**SA**
22	The company encourages study and planning for all processes					
23	There is frequent inspection of product quality in my company					
24	This company employs tools of quality to plan, control and improve processes					
25	Data are usually collected first and then decisions are made for the improvement of processes in this company					
	Customer Focus	**SD**	**D**	**N**	**A**	**SA**
26	Our key customer requirements are identified and prioritized					
27	Customer oriented strategies are built and reviewed for further improvement					
28	Encouragement is provided to partnerships and customers to make relations better					
29	Customers satisfaction feedback are taken at regular intervals in this company					
30	Customer complaints are properly recorded and reviewed to maintain our quality standards					
	Employee Relations	**SD**	**D**	**N**	**A**	**SA**
31	Recruitment procedure is such that right persons are selected for right jobs in this company					

32	Proper and effective training is usually provided to newly selected staff as well as old staff					
33	Health and safety practices of this company is excellent					
34	Career development training to employees is provided by this company					
35	There is continuous evaluation of training programmes by this company					

Thank you.