TOTAL QUALITY MANAGEMENT AND CORPORATE SUSTAINABILITY PRACTICES

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BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF BUSINESS ADMINISTRATION, FACULTY OF MANAGEMENT SCIENCES, UNIVERSITY OF BENIN IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR DEGREE OF BACHELOR OF SCIENCE (B.Sc.) IN BUSINESS ADMINISTRATION OF THE UNIVERSITY OF BENIN, BENIN CITY

JUNE, 2022

DECLARATION

I, declare that:

1. This project report is based on a study undertaken by me in the department of Business Administration, University of Benin, Benin City, Edo State, Nigeria.
2. This work has not been previously submitted for the award of a degree elsewhere.
3. All ideas and views are product of my personal research and where the view has been expressed, they hence been duly acknowledged.
4. I solely accept all legal responsibility that may arise as a result of any copyright infringement that may arise from any work cited in this project.

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DATE

CERTIFICATION

This is to certify that this thesis titled **"TOTAL QUALITY MANAGEMENT AND CORPORATE SUSTAINABILITY PRACTICES"** was carried out by **David INWUNOBA** in the Department of Business Administration, Faculty of Management Sciences, University of Benin, Benin City.

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DEDICATION

This project work is dedicated to Almighty God the fountain of all wisdom and knowledge who made it possible for me to carry out this project research and also for seeing me through from the beginning to the end of the project.

ACKNOWLEDGEMENTS

I wish to first and foremost express my gratitude to the Almighty God for His guidance, provision and protection all through the period of study. I want to appreciate my supervisor, Dr. D.O. Ogbeide for his constructive suggestions, and meticulous effort in directing and reading through the work.

My special appreciation goes to my dynamic supervisor, Dr. D.O. Ogbeide who was always available to me for consultation in spite of his tight schedule. Of immense importance are his counsel and assistance in my academic and career pursuit.

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ABSTRACT

This study examined total quality management and corporate sustainability practices in the organization in Edo State, Nigeria. Specifically, it assessed the relationship between continuous organizational improvement, consumer focus and quality leadership and corporate sustainability practices in the organization in Edo State, Nigeria.

The survey research design was adopted for this research study. The population of the study encompassed a total of 452 employees working in the organisation. A total of 400 copies of the questionnaire were distributed, retrieved and found usable. A convenience sampling procedure was used in administering the copies of the questionnaire to sample respondents who are employees working in the organisation in Benin City, Edo State. The data collected through questionnaire administration was analysed using descriptive statistics such as frequency distribution, mean and standard deviation. Multiple regression analysis was used to test the null hypotheses and estimate the research model using the Ordinary Least Squares (OLS) technique through the use of Statistical Package for Social Sciences (SPSS) Version 24.

The study found that there is a significant positive relationship continuous organizational improvement, consumer focus and quality leadership and corporate sustainability practices in the organization in Edo State, Nigeria. The study recommends that the organisation needs to consciously integrate sustainability goals within their continuous improvement strategies, place a strong emphasis on sustainability measures that directly

address consumer needs and expectations and focus on cultivating and empowering leaders with a strong commitment to sustainability

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In today's globalized business world, businesses have potential challenges to provide good quality of products or services. This is as a result of the constant changes in terms of new and emerging technologies, improved market, and increased competition (Ozdal, & Oyebamiji, 2018). "Companies need to become more active for better quality in order to obtain a sustainable competitive advantage (Benavides-Velasco et al., 2018). In doing so they are usually confronted with the pressure of not only improving their product/services quality and be economically sustainable but also to be socially, and environmentally sustainable. The stakeholders both internal and external to businesses are showing interest in environmental and social (Maignan & Ferrell, 2019) concerns (Frolova and Lapina, 2020). To solve these two broad issues faced by businesses, the critical concepts must be adopted in the organization: Total Quality Management (TQM) and Cooperate Sustainability (CS) (Benavides-Velasco et al., 2018).

TQM focuses on the continuous process improvement in organizations bringing more value and productivity by satisfying customer demands (Wang et al., 2019). TQM is an organizational strategy towards consumer satisfaction. Yong and Wilkinson, (2021) citing (Oakland, 2022) define TQM as the combination of every function and system within an organisation to achieve continuous product quality improvement. To achieve competitive advantage, win customer loyalty, acquire market capital or receive substantial financing firms must adopt TQM practices (Wu, Zhang & Schroeder, 2020). In addition, TQM has high benefits in terms of improved customer focus, collaboration among teammates, productivity due to combined problem resolution, management commitment and employee empowerment (Yapa, 2012, citing Witcher, 2017). TQM is the philosophy of management and organisation practice which aims to make best use of an organisation's human and other resources to achieve its aims (Shafiq, Lasrado & Hafeez, 2019).

CS also represents a concept whereby businesses integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis (Commission of the European Communities, 2021). It is a strategic and profit-driven corporate response to environmental and social issues caused through the organization’s primary and secondary activities (Benavides-Velasco et al., 2014). CS is an organisation’s ability to make profit along with sustaining the environment (Market House, 2012); in other words, sustainable profit that is generated through practices that are well thought out and planned which are environmentally and socially sensitive (Kiuchi & Shireman, 2021). Sustainable approach to business involves a determination by an organisation to seek ways that will ensure that the business endures. This should be by achieving advantages that are sustainable through means that are fundamentally different; reinventing traditional management approaches and practices such that they are sustainable. In order to achieve sustainability, a different or new paradigm needs to be adopted – instead of trade-offs that usually occur there should be solutions to social, economic and environmental issues simultaneously (Rowledge, 2019).

Having said all this, it is worth mentioning that TQM and CS practices are being studied individually or an isolated way and scholars suggested to examine the both strategies simultaneously (Benavides-Velasco et al., 2014; García-Bernal & Ramírez-Alesón, 2015). A critical gap in knowledge therefore exists on the integration of TQM and CS practices in the organization. Therefore, this study is aimed at investigating the relationship between TMQ and CS.

1.2 Statement of the Research Problem

Increasingly, researchers have acknowledged that integration of sustainability dimensions (e.g., natural environment and social equity) into quality management is a necessary step to take (Zhao, 2014; Isaksson, 2006; Asif et al., 2011), since broader and more systemic approaches in addressing sustainability can lead to better performance results (Zairi and Peters, 2002; Wagner, 2010; Chang and Kuo, 2018; Orlitzky et al., 2020). However, a review of the current literature suggests that there is a substantial challenge in applying sustainability at the corporate level, especially in terms of translating and integrating the sustainability concepts into day-to-day business practices that focus quality product/services (Scherrer et al., 2020) , and, in spite of a generally expressed high level of relevance of sustainable development, the implementation of corporate sustainability in corporate practice varies considerably"(Hahn & Scheermesser, 2019).

This study is undertaken in order to fill the knowledge gap on how to enhance organisational performance in the light of ‘sustainable quality management. Specifically, this study intends to provide empirical evidence as to whether the adoption of TQM practices significantly relates to corporate sustainability.

1.3 Research Questions

The study will provide answers to the following questions:

i. To what extent does continuous organizational improvement relate to the corporate sustainability practices of an organization?

ii. What is the extent of relationship between consumer focus and corporate sustainability practices in an organization?

iii. What the extent of relationship quality leadership and corporate sustainability practices in an organization?

1.4 Objectives of the Study

The overall objective of this study is to determine the relationship between TQM and CS. Specifically, this study seeks;

i. To investigate the relationship between continuous organizational improvement and the corporate sustainability practices of the organization.

ii. To examine the relationship between consumer focus and corporate sustainability practices in the organization.

iii. To investigate the relationship between quality leadership and corporate sustainability practices in the organization.

1.5 Hypotheses of the Study

The null hypotheses stated below will be empirically tested in the study:

i. There is no significant relationship between continuous organizational improvement and corporate sustainability practices of an organization.

ii. There is no significant relationship between consumer focus and corporate sustainability practices in an organization.

iii. There is no significant relationship between quality leadership and corporate sustainability practices in an organization.

1.6 Scope of the Study

This study examines the relationship between TQM and CS. The study will be carried out in Airtel Nigerian PLC in Bayelsa State, Nigeria. Although there are multiple ways through which firms practice TQM, in this study TQM will be measured by firms' continuous organizational improvement, consumer focus, and quality leadership. Corporate sustainability will be measured by the three dimensions of corporate sustainability (Economic, environmental and social sustainability). The level of analysis is at the macro level (organizational level) since it involves top management of the various organization.

1.7 Significance of the Study

This research is likely to influence positive social change in industries around the world. In analysing and evaluating this study, managers from similar firms clearly understand the need for CS in their TQM practices. Moreover, this study could serve as a strategy guideline to managers and inevitably increase their profitability.

This study will help managers in understanding the need to re-evaluate their strategies to adopt TQM in a sustainable way in order to seize new markets and eventually improve performance. The findings of this research are verifiable and it is able to support companies who wish to adopt TQM in their activities, as it will equip them with the skills required for the process. It will also direct different stakeholder groups as investment and business decisions. This study also serves as a foundation for other researchers to conduct additional research studies on TQM and CS to build on this research. Finally, this study will provide personal insight, identify, and clarify issues with TQM that might arise during future career endeavours.

The findings of the study will remind managers of the need to ensure consumer satisfaction through quality products is continuously pursued. This study would ensure that the field of total quality management and business excellence is shed lighter.

Essentially, in line with quality control, too many questions need to be answered; this research will address some of these fundamental questions about quality process and sustainable practices. This study would also strengthen the current understanding of quality management, so that academic institutions can raise future managers who will make quality a priority.

1.7 Limitation of the Study

In the course of carrying out the study, some constraints will be encountered which might somehow affect the successful completion of the study. These may include: limited time, and other resources available for the research work. Because the study involves the survey of a private corporate entity, it was difficult to get approval from the firm. This consumed a lot of time used for the overall study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In furtherance of this research work, this chapter proceeds to review the relevant literatures related to the issue of total quality management and corporate sustainability practices in Nigeria. This chapter is further subdivided into sections which are; conceptual clarifications, theoretical literature and empirical literature.

2.1 Conceptual Review

2.1.1 Concept of TQM

TQM is a construct that has been defined differently by different scholars. Most times scholars have look at the construct based on the way it suits the industry and field in which the study is been carried out (Shafiq, Lasrado, Hafeez, 2019). Spencer (20, p 448) agreed to this as he posited that “TQM is not a cut - and - dried reality but an amorphous philosophy that is continuously enacted by managers, consultants, and researchers who make choices based not only on their understanding of principles of TQM but also on their own conceptual frameworks concerning the nature of organisations.

Even this is the case, literature seems to agree with the scope of TQM. Initially, TQM was understood from a quality product and quality production perspective; however, recent scholars have posited that TQM is management philosophy that suggest a holistic approach into quality and continuous improvement in an organization. Both Gryna et al. (2007) and Evans & Lindsay (2008) supported the view as they posited that “quality management” has extended to “management of quality”. Fisher and Nair (2009, p.11) also agreed with them as suggested that “TQM in its broadest sense examines all aspects of management”. Yong and Wilkinson, (2001) citing (Oakland, 1993) also agreed by defining TQM as the combination of every function and system within an organisation to achieve continuous product quality improvement.

The essence of TQM is the achieve Quality improvement of the overall organizational functions. This is supported by Al-Damen (2017), that posited that the primary feature of TQM is continual improvement, and this feature involves higher quality process. According to him, continual improvement ensures organisations discover new ways and methods in producing better quality products, be more competitive as well as surpassing expectations of customers. Kim (2016), posited that quality improvement involves an organizational total transformation of all functions to reflect quality. According to him, TQM includes a total change of individuals of an organization (both senior and junior staff), and all departments and function of an organization.

2.1.2 Principles of Total Quality Management

The International Standard Organization (ISO) 9000 suggested seven (7) principle of Total Quality. They include consumer focus, engagement of people, leadership, process approach, continual approvement, evidence-based decision making, and relationship management.

Consumer Focus

Since consumer are the reason for the existence of businesses, organizations expected to push towards meeting consumer's satisfaction as doing so will build consumer's confidence on the organization. Business organization are expected to use all opportunity of interaction with consumers to create value. According to the ISO, organization that focus on their consumer will benefit by having Increased customer value, Increased customer satisfaction, Improved customer loyalty, Enhanced repeat business, Enhanced reputation of the organization, Expanded customer base and Increased revenue and market share.

Leadership

This principle suggests that organization leaders are expected to create a unity of purpose in the organization in order to align individual objective with that of the organization. This can be done by communicating the visions, mission and goals so that everybody in the organization can work in Unisom towards attaining organizational goals. This will bring benefit to the organization as it will increase efficiency and effectiveness in achieving organizational goal, improve communication among individuals and functions in the organization, and improve coordination.

Engagement of People

According to ISO, to engage people in the organization means, to promote collaboration, and ensure for an environment where there is easy flow of know transfer and sharing. This involvement of people is expected to cut across all organizational level to ensure maximum contribution towards achieving organizational goals. Organization that adheres to total quality standard are also expected to have a good reward system that recognizes and acknowledge major contributor to the objectives of the organization. Organization that engages people will enhance individual development and creativity within the organization.

Process Approach

Because quality management comprises of interrelated systems, the understanding the outcome and processes of this system is paramount in achieving organizational goals. Organizations can achieve this by Defining the objectives of the system and processes necessary to achieve them, establishing authority, responsibility and accountability for managing processes, Understanding the organization's capabilities and determine resource, and determining process interdependencies and analyse the effect of modifications to individual processes on the system as a whole.

Continual Improvement

It is expected that organization need to continuously improve in all organization process. This is essential in meeting the internal and external environmental needs of the organization. To achieve quality organizational processes, organizations need to improve organizational objective in all levels and continual educating and training of individual on how to apply basic tools and methodologies to achieve improvement objectives.

Evidence-Based Decision Making

Evidence-based decisions, decisions based on information data are rarely with errors. Decision making in organizations are expected to be complimented with adequate data. This is because, with the complexity of today's business environment, decision making is a complex process. Thus, data and information are paramount to make effective decisions.

Relationship Management

For organization to achieve sustain performance, a healthy relationship with stakeholders is paramount. A cordial relationship between organizations and stakeholders promotes Common understanding of goals and values among interested parties. This can lead to easy flow of resources that will help organizations achieve their goals.

2.1.3 Benefits of TQM

Training needs - When a TQM rollout is due, all the employees of the company need to go through a proper cycle of training. Once the TQM implementation starts, the employees should go through regular trainings and certification process.

Customer orientation - The quality improvements should ultimately target improving the customer satisfaction. For this, the company can conduct surveys and feedback forums for gathering customer satisfaction and feedback information.

Involvement of employees - Pro-activeness of employees is the main contribution from the staff. The TQM environment should make sure that the employees who are proactive are rewarded appropriately.

Techniques and tools - Use of techniques and tools suitable for the company is one of the main factors of TQM.

Corporate culture - The corporate culture should be such that it facilitates the employees with the tools and techniques where the employees can work towards achieving higher quality.

Continues improvements - TQM implementation is not a onetime exercise. As long as the company practices TQM, the TQM process should be improved continuously.

Other benefits for implementing TQM include: higher customer satisfaction, reduction in construction costs, improved employee job satisfaction, improved schedule performance, improved relationships with subcontractors, reduced rework, improved safety, higher productivity, lower employee turnover, speeding up construction work, improved methods of working, better control over the construction process, gaining competitive advantage, increase profitability, decreasing waste and rework, better coordination of activities and more customer focused.

2.2.1 Corporate Sustainability

In a study published by Montiel and Delgado-Ceballos (2014), it was observed that a standardized definition of corporate sustainability does not exist. The study analysed a variety of studies published on the subject, from 1995 to 2013, and concluded that the field of corporate sustainability is still evolving, and different approaches to define, theorize and measure it have been used. Similarly, Hahn et al. (2017), highlighted the diversity of scholarly enquiry on corporate sustainability and concluded that given the complexity and diverse nature of corporate sustainability conceptual and definitional convergence is unlikely to happen. Confirming the variety of definitions and different understandings of corporate sustainability, Bergman et al. (2017) identified three conceptual types of CS and nine sub-types. There is corporate sustainability in relation to corporate responsibility; meaning either identification, or distinction of the two concepts, or their causal interdependence. There are also mono-focal definitions of corporate sustainability; CS as moral leadership, or as corporate strategy. Finally, inclusive approaches to corporate sustainability: CS as a holistic concept, as part of the renowned Triple Bottom Line, as a financial incentive, or as an indexing exercise.

Dyllick and Hockert's widely accepted definition of the term "corporate sustainability" is most useful. They define corporate sustainability as "meeting the needs of a firm's direct and indirect stakeholders (such as shareholders, employees, clients, pressure groups, communities etc.), without compromising its ability to meet the needs of future stakeholders as well" (Dyllick & Hockerts, 2002). Their definition makes no explicit mention of environment although it is certainly implied. Others such Hahn and Figge state that "there seems to be some implicit pragmatic consensus that corporate sustainability refers to some composite and multi-faceted construct that entails environmental, social, and economic organizational outcomes" (Hahn & Figge, 2011). These pillars are interconnected to each other where the economy is part of society, which is also a fundamental part of the larger ecological system. Corporate sustainability relies on six criteria: eco-efficiency, socio-efficiency, eco-effectiveness, socio-effectiveness, sufficiency and ecological equity (Dyllick & Hockerts, 2002). These corporate sustainability imperatives can be structured into value systems that could result in a better financial performance (Salzmann, Ionescu-Somers & Steger, 2005; Van Marrewijk, 2003). A few researchers have developed (self)-assessment tools, that could be used to audit, analyse and interpret corporate sustainability (Van Marrewijk, 2003). However, corporate sustainability may be contingent on different parameters (e.g., technology, regime and visibility) that could vary across industries, plants and countries (Salzmann et al., 2005). Corporate sustainability could reduce the downside operational risk as it comprises relevant measures that are intended to increase eco-efficiency, and health and safety performance among other issues (Porter & Kramer, 2019; Camilleri, 2014). This means that the economic value of sustainable business strategies could be materialised in the long-term (Weber, 2008).

2.2.2 Dimensions of Corporate Sustainability

Corporate sustainability is examined using three main measurements that are (1) environmental integrity (used inputs from renewable sources, reduced products' ecological harmful impact, decrease ecological impacts of processes, reduced operations in ecologically sensitive locations, decrease ecologically damaging inputs, reduced likelihood of ecological accidents, handled toxic waste properly, decrease amount of waste, reused waste, and responsibly disposed waste); (2) economic prosperity (well-known government relations, decreased costs of inputs, used waste for revenue, less cost for waste management for similar outputs, generated spin-off technologies, and differentiated product on ecological performance); and (3) social equity (secured local communities' rights, communicated environmental risk, enhanced health and safety issues, reflected stakeholder interests, developed facility's visual aspect, financed local community projects) (Bansal, 2005; Chan, 2005; Montiel, 2008). Moreover, Sharma and Henriques (2005) have states that corporate sustainability involves pollution control, ecoefficiency, recirculation, eco-design, ecosystem stewardship, and business redefinition. Then, Baumgartner and Ebner (2010) has provided accurate and precise dimensions for corporate sustainability that entail economic, environmental and social dimensions, which are adopted by this study.

2.2.2.1 Economic Sustainability

The economic dimensions of corporate sustainability are (Aras & Crowther, 2008; Baumgartner & Ebner, 2010; Ciegis et al., 2011; Labuschagne et al., 2005; Linnenluecke & Griffiths, 2010; Millar et al., 2012; Sobol, 2008; Thakhathi et al., 2019; Zink, 2008)

- Collaboration: present active teamwork, establish good cooperation with business partners, implement common programs on new technologies and products, and share knowledge.

- Knowledge management: spread sustainability related information in the organization. Also, adopt appropriate approaches to plan, improve, arrange, maintain, transfer, implement and measure particular information and enhance the corporate knowledge base.

- Innovation and technology: work extensively on sustainability related issues to reduce any possible environmental impacts that could occur in new products or activities. Use the best available methods, integrate environmental technologies, focus on cleaner production, and adopt zero-emission technologies.

- Purchase: Pay full attention to sustainability issues in purchase, spread awareness about sustainability related matters, develop relationship with various suppliers focusing on sustainability.

- Processes: Define sustainability processes and roles so that all employees know what the organization expects from them, get adapted to sustainability process management helps in implementing corporate sustainability systematically, and integrate sustainability into daily activities.

- Sustainability reporting: reporting sustainability related issues within organizational reports. This can be done through establishing separate sustainability reports or integrating the sustainability reports into the corporate one.

2.2.2.2 Environmental sustainability

The environmental dimensions of corporate sustainability are (Aras & Crowther, 2008; Baumgartner & Ebner, 2010; Ciegis et al., 2011; Labuschagne et al., 2005; Linnenluecke & Griffiths, 2010; Millar et al., 2012; Sobol, 2008; Thakhathi et al., 2019; Zink, 2008):

- Missions into the air: these are air emissions caused by corporate activities.

- Emissions into the water: these are missions into water that are produced by corporate activities.

- Emissions into the ground: these are emissions into ground resulted by corporate activities.

- Resources including recycling: using non-renewable resources, renewable resources, and energy through the corporation involving recycled resources.

- Waste and hazardous waste: waste and hazardous waste that are produced as a result of corporate activities.

- Biodiversity: Influence on biodiversity resulted by corporate activities.

- Environmental issues of the product: ecological features of the product over its life cycle. The social dimensions of corporate sustainability cover internal and external aspects that are (Aras & Crowther, 2008; Baumgartner & Ebner, 2010; Ciegis et al., 2011; Labuschagne et al., 2005; Linnenluecke & Griffiths, 2010; Millar et al., 2012; Sobol, 2008; Thakhathi et al., 2019; Zink, 2008): The internal social dimensions of corporate sustainability are (Aras & Crowther, 2008; Baumgartner & Ebner, 2010; Ciegis et al., 2011; Labuschagne et al., 2005; Linnenluecke & Griffiths, 2010; Millar et al., 2012; Sobol, 2008; Thakhathi et al., 2019; Zink, 2008):

- Corporate governance: encourage transparency among stakeholders, give viewpoints about any relevant data, follow policies of stock markets on corporate governance, and define responsibilities of board members.

- Health and safety: assure that no health and safety risks happen inside the organization, guarantee that there are no negative influences on employees' physical health, prevent employees from dangers, and encourage them to stay fit and healthy.

- Human capital development: improvement of human capital for sustainability through particular programs such as education, training or mentoring.

- Motivation and incentives: implementing sustainability into the organization through support of management, acting in sustainable way, developing incentives and reward systems, showing energetic involvement, demonstrating excellent function of management on sustainability topics, and being aware about employees claims, needs and motivation factors.

2.2.2.3 Social Sustainability

The social dimensions of corporate sustainability cover internal and external aspects that are (Aras & Crowther, 2008; Baumgartner & Ebner, 2010; Ciegis et al., 2011; Labuschagne et al., 2005; Linnenluecke & Griffiths, 2010; Millar et al., 2012; Sobol, 2008; Thakhathi et al., 2019; Zink, 2008): The internal social dimensions of corporate sustainability are (Aras & Crowther, 2008; Baumgartner & Ebner, 2010; Ciegis et al., 2011; Labuschagne et al., 2005; Linnenluecke & Griffiths, 2010; Millar et al., 2012; Sobol, 2008; Thakhathi et al., 2019; Zink, 2008):

- Corporate governance: encourage transparency among stakeholders, give viewpoints about any relevant data, follow policies of stock markets on corporate governance, and define responsibilities of board members.

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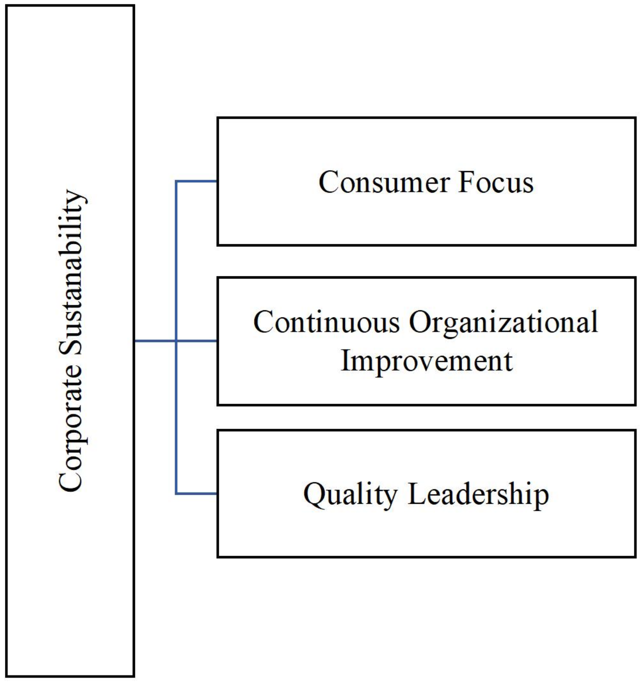
- Human capital development: improvement of human capital for sustainability through particular programs such as education, training or mentoring.

- Motivation and incentives: implementing sustainability into the organization through support of management, acting sustainably, developing incentives and reward systems, showing energetic involvement, demonstrating excellent function of management on sustainability topics, and being aware about employees claims, needs and motivation factors.

2.3 Conceptual framework



2.3.1 Consumer Focus and Corporate Sustainability

Corporate sustainability and consumer focus are two important concepts that have gained significant attention in recent years. Corporate sustainability refers to the ability of a company to operate in an environmentally, socially, and economically responsible manner. On the other hand, consumer focus refers to a company's ability to understand and meet the needs of its customers. These two concepts are interrelated, and their relationship has been the subject of numerous studies. This article provides a comprehensive empirical review of the relationship between consumer focus and corporate sustainability.

Several studies have investigated the relationship between consumer focus and corporate sustainability. A study by Kuo and Wu (2012) found that companies that prioritize customer satisfaction tend to be more environmentally responsible. The study also found that customer satisfaction is positively related to corporate sustainability performance. Similarly, a study by Lee and Park (2016) found that companies that prioritize customer needs tend to be more socially responsible.

Another study by Kim and Park (2017) found that companies that focus on customer satisfaction tend to have better financial performance. The study also found that these companies tend to have better environmental and social performance. This suggests that there is a positive relationship between customer focus, corporate sustainability, and financial performance.

However, not all studies have found a positive relationship between consumer focus and corporate sustainability. A study by Hsu and Tan (2018) found that customer orientation is negatively related to environmental performance. The study suggests that companies that focus on customer needs may sacrifice environmental performance in order to meet those needs.

The relationship between consumer focus and corporate sustainability is complex, and there are several factors that can influence this relationship. One of the key factors is the organizational culture. Companies that have a culture of sustainability are more likely to prioritize environmental and social responsibility, regardless of their focus on customer needs. On the other hand, companies that have a culture of profit maximization may prioritize customer needs over environmental and social responsibility.

Another factor that can influence the relationship between consumer focus and corporate sustainability is the industry in which the company operates (Millar et al., 2012). For example, companies in the food and beverage industry may face more pressure to be environmentally responsible due to concerns about food safety and health. In contrast, companies in the fashion industry may face more pressure to meet customer needs for trendy and affordable clothing, which may conflict with environmental responsibility.

In conclusion, the relationship between consumer focus and corporate sustainability is complex, and there is no clear consensus on the nature of this relationship. While some studies suggest a positive relationship between customer focus, corporate sustainability, and financial performance, other studies suggest a negative relationship between customer orientation and environmental performance. The relationship between these two concepts is influenced by several factors, including organizational culture and industry context. Future research should continue to explore this relationship in order to provide a more comprehensive understanding of the factors that influence it. Companies should also strive to balance their focus on customer needs with their commitment to environmental and social responsibility in order to achieve long-term success.

2.3.2 Continuous Organizational Improvement and Corporate sustainability

Continuous Organizational Improvement (COI) is a concept that has been gaining traction in the corporate world in recent years. It refers to the ongoing process of identifying opportunities for improvement and implementing changes to optimize business operations. On the other hand, corporate sustainability is a broader concept that encompasses the social, environmental, and economic aspects of a business. In this article, we will review the empirical literature on the relationship between COI and corporate sustainability.

Empirical studies have shown that COI can have a positive impact on corporate sustainability. One such study by Jun and Lee (2019) examined the relationship between COI and environmental performance in Korean manufacturing firms. The study found that firms with higher levels of COI had better environmental performance, as measured by their greenhouse gas emissions and waste reduction efforts. The authors suggest that COI can lead to more efficient use of resources, which in turn can reduce the environmental impact of a business.

Another study by Sánchez-Rodríguez et al. (2018) explored the relationship between COI and social sustainability in Spanish firms. The study found that firms with higher levels of COI had better social sustainability, as measured by their labor practices and community involvement. The authors suggest that COI can lead to more ethical and responsible business practices, which can enhance a firm's reputation and stakeholder relationships.

In addition to these studies, there is also evidence to suggest that COI can have a positive impact on economic sustainability. For example, a study by Dora et al. (2019) examined the relationship between COI and financial performance in Indian manufacturing firms. The study found that firms with higher levels of COI had better financial performance, as measured by their return on assets and return on equity. The authors suggest that COI can lead to more efficient and effective business processes, which can improve a firm's profitability.

Overall, these studies suggest that there is a positive relationship between COI and corporate sustainability. By continuously identifying opportunities for improvement and implementing changes to optimize business operations, firms can improve their environmental, social, and economic performance. However, it is important to note that the relationship between COI and corporate sustainability is complex and multifaceted. Further research is needed to fully understand the mechanisms through which COI can enhance corporate sustainability.

In conclusion, COI is a valuable concept for businesses looking to improve their sustainability performance. Empirical studies have shown that COI can lead to better environmental, social, and economic outcomes. As such, firms should consider implementing COI practices as part of their broader sustainability strategy. By doing so, they can enhance their reputation, stakeholder relationships, and long-term viability.

2.3.2 Quality Leadership and Corporate sustainability

Several studies have examined the relationship between quality leadership and corporate sustainability. For example, a study by Zhu et al. (2019) found that quality leadership was positively related to environmental sustainability performance in Chinese manufacturing firms. The study found that quality leaders were more likely to adopt environmentally friendly practices and technologies, and also encouraged their employees to do the same.

Another study by Zeng et al. (2018) found that quality leadership was positively related to corporate social responsibility (CSR) performance in Chinese firms. The study found that quality leaders were more likely to prioritize CSR initiatives, such as employee training and development, community engagement, and environmental protection.

A study by Miao et al. (2019) examined the relationship between quality leadership and sustainable innovation in Chinese firms. The study found that quality leaders were more likely to promote sustainable innovation by encouraging employees to generate new ideas and solutions that address environmental and social challenges.

The empirical evidence suggests that quality leadership is positively related to corporate sustainability. Quality leaders are able to set a clear vision and strategy, communicate effectively, promote ethical behaviour, and engage employees to achieve sustainable goals. This includes adopting environmentally friendly practices and technologies, prioritizing CSR initiatives, and promoting sustainable innovation. As organizations recognize the importance of corporate sustainability, quality leadership will become increasingly important in achieving sustainable outcomes.

2.3 Theoretical Framework

The underlying theories for this research are Deming's Quality Management Theory, and Juran's 'Quality Trilogy' Theory; proposed by Deming and Juran. These theories will best explain the concept of TQM and how it affects organisations.

2.3.1 Deming's Theory of Profound Knowledge

William Edwards Deming who propounded the Deming’s theory of profound knowledge is a 20th century industrialist. He championed the introduction of quality systems that led japan into industrialization after the second war (Tom, 2019). This made japan from being a backwardly industrialized country to one of the industrial super powers of the world.

The Deming theory is founded on the premises that a system is a composition of subsystems. Deming proposes system interactions that will bring about long-term consumer satisfaction and business growth. He focused on quality in production systems, by specifying how organization should work to ensure quality systems. Although his theory is on a system united bases, he posited that holistic quality improvement of the various sub systems towards achieving organization goal will lead to quality improvement of the larger system. Deming believes that individual transformation in an organization will lead to quality improved outcome. He drove his point with four interrelated component which according to him is essential in making a quality system;

- Appreciation for a system

- Knowledge of variation
- The theory of knowledge
- Knowledge of psychology

Appreciation for a System: This acknowledges the interactivity of a system and between processes within a system. Deming believes that the unintended consequences on a system is as a result of an action in one part of the system. Deming stated that an action in one part of a system will cause at least, a corresponding effect on other part of that system. Manages and leaders need to know this to avoid unintended consequences in a system, and optimize the functions of the system.

Knowledge of Variation: Variation is the differences among subsystems in a system. Deming posited that for quality to be ensured, variations must be eliminated. Managers who do not understand variation frequently increase variation by their actions (Tom, 2019), and variation may lead to sub optimization. There two types of variations – "common cause" which is a variation that is internal to the system, and a "special cause" which is a variation internal to the system.

The Theory of Knowledge: The knowledge of individuals in an organization and the organization itself is paramount to the optimum performance of the organization. This help communication easy and smooth in the organization.

Knowledge of Psychology: This promotes understanding the interaction between work and individuals, organization and systems and other subsystems.

Deming provided a guideline that have aided manager towards practicing Deming theory. This guides rests upon fourteen management principles and these principles are;

1. Create a constancy of purpose to improve products and services; coupled with the drive of becoming competitive and remaining in business, which at the same time provides employment.

2. Adopt to new philosophy; given that global market is ever-changing and we are in a new financial age where management all over the world must arise to the challenge, learn their duties and embrace leadership with a change mindset.

3. Stop relying on inspection to attain quality. Organisations must remove the need for inspection on a huge scale by imbedding quality to production process from the start.

4. Stop the practice of gratifying business on price tag basics, instead, reduce total cost by focusing only on one supplier; this will build a long-term relationship of trust and loyalty.

5. Constantly and forever improve the system of planning, production and service; this will improve quality and productivity and inevitably reduce costs.

6. Institute training on the job. Training on the job promotes professionalism and reduces quality errors.

7. Adopt and institute leadership; the goal of supervision should be to help people do better jobs.

8. Eradicate fear; this way everybody can effectivity work for the organisation.

9. Breakdown departmental barriers between workers. Staffs from all areas(departments) must be able to work together as a team to achieve organisation's quality, financial and performance goals.

10. Eliminate work slogans, exhortations and targets in the workplace. Organisations must cease from asking for zero faults and new production levels, such slogans and targets causes adversarial relationships, as majority are factors beyond the control of the workforce.

11. Eliminate quotas and management by numerical objectives. Organisations must cease from managing by numbers and goals.

12. Eliminate barriers that rob workers of workmanship pride, and remove annual rating or merit system. Barriers that prevent workers from taking pride in their craft should be abolished, alongside with merit rating.

13. Institute a vigorous program of education and self-improvement.

14. Everybody in the organisation should be put to accomplish transformation (Gartner and Naughton, 1988).

Deming's Theory still contains ideas that can improve quality in today's environment. This theory has remained relevant throughout the 20th century and the 21st century because of its focus on efficiency, flow and quality improvement (Gartner & Naughton, 1988; Hillmer & Karney, 2001). The relevance of these 14 principles to a comprehensive management application has contributed significantly to Deming's status as the founder of Quality Management Movement.

2.3.1.1 Life Application of the Deming Theory

The Deming theory of profound knowledge is applicable to all industries; many scholars (Rahman & Bullock, 2005; Pereira-Moliner, Claver-Cortés, Molina-Azorín & Tarí, 2012) believe that Deming theory provides guidance for the needed reforms in today's organisational settings. According to researchers like (Bonstingl, 1992; McEwan, 2002; Orsini, 2013) Deming's theory can be grouped into three primary principles, and these principles are vital to organisational reform and are applicable to every industry.

Customer Focus: Every organisation must first and foremost, focus on its suppliers and customers. In an organisation that practices TQM, everyone is both a supplier and customer; this concept underscores "the systematic nature of work, where everyone is involved." This is to say, teamwork and cooperation are important. When applied to production process, when the workers successfully work together, it results to increase in productivity, increase in quality and reduces errors. The workers and organisations are suppliers of quality products and systems for customers. The customers are also recognized as workers when they bring in more customers through word-of-mouth (Bonstingl, 1992).

Continuous Improvement and self-Evaluation: Within a total quality hospital setting, the administrators work together with their customers (care workers, doctors, patients). Gone are the days where managers use fear to instil cooperation, today it is in the best interest of organisations to motivate and encourage everyone to dedicate themselves to continuous improvement and self-evaluation of personal skills and abilities. Total quality is fundamentally a win-win strategy that works to everybody's benefit (James & Savitz, 2011).

System of Ongoing Process: an organisation should be seen as a system and the work executed in such an organisation should be seen as an ongoing process. Deming's TQM principle is applicable in the sense that; each individual staff and customers are less to blame for failure than the system in which they operate within (Bonstingl, 1992). Quality entails working on a system, which must be analysed to identify and remove the flawed processes that allow its members fail. Given that every system consists of processes, the improvements made in the quality of those processes to a great extent determines the quality of the outcome product.

Leadership: Here, TQM principle can be applied to the business world today; the success or failure of TQM is dependent on top management. Management must establish the context in which the workers can achieve their potential through the continuous improvement, that happens when management and workers are in harmony. Managers who emphasise innovation and quality management provide the leadership framework and necessary tools for continuous improvement in the operational process (Bonstingl, 1992; Hillmer & Karney, 2001).

2.3.1.2 Juran's Theory

Joseph Juran was a pioneer in quality control research. The management theory of Juran has influenced quality control in engineering. Dr. Joseph M. Juran introduced the Juran Trilogy, also called the Quality Trilogy, in 1986 as a means of quality management. At that time, the traditional approach to quality was based on quality control, but today, the Trilogy has become the basis for most best practices in quality management around the globe.

The Juran Trilogy is essentially a universal way of thinking about quality, which matches all functions, all levels, and all lines of product and service. The underlying notion is that quality management consists of three universal procedures:

- Quality Planning (Quality by Design)
- Quality Control (Process Control & Regulatory)
- Quality Improvement (Lean Six Sigma)

Quality Planning (Quality by Design)

The design process allows innovation to be achieved through the design, together with processes—including controls of products (goods, services or data, to produce final results. Today, many call this Quality by Design or Design Six Sigma (DFSS).

Quality Improvement (Lean Six Sigma)

Every day, in every organization, even among the poor performers, improvement happens. In the short term, that is how companies survive. Improvement is an activity in which every organization performs tasks, day after day, to make incremental improvements. Daily change is distinct from breakthrough improvement. To achieve significant changes and outcomes, Breakthrough needs special methods and leadership support.

Quality Control (Process Control)

The third universal process in the Juran trilogy is compliance or quality control. Early in the twentieth century, the term 'quality control'; emerged. The concept was to broaden the approach to quality achievement, from the then prevalent after-the-fact inspection (detection control) to what we now call proactive control." For a few decades, the word control had a broad meaning, including the concept of quality planning. The quality control movement gathered the impression that Quality control consisted of statistical methods.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter is dedicated to discussing the methodological approaches utilized to accomplish the objectives of the study. It focuses on key elements including research design, population and sampling techniques, operationalization and measurement of variables, the research instrument, reliability and validity assessment of the research tool, data sources, and data analysis methods.

3.2 Research Design

This study however adopted the sample survey research design. The sample survey research design is a process whereby a portion of the target audience is analysed in such a manner that the portion so chosen for analysis could be deemed to be a true representation of the entire population. The analysis entailed the systematic collection and prescription of data to give a clear picture of a particular situation.

3.3 Population and Sample of the Study

The population of this study consist of all the departmental heads in the various customer care centres of airtel Nigeria limited in Bayelsa State. There are 14 departments in all centres, and 3 centres in Bayelsa State. Thus, the population of this study will consist of 42 respondents. The list of the 3 centres and address is in appendix two (2) of this study.

3.4 Sample Size and Sampling Technique

For the purpose of ensuring that the sample size is adequately determined, the study adopts the Taro Yamane (1967) formula for the determination of sample size. By computation, the sample size for this study is 40. This implies that the number of employees that will be administered questionnaire in this study is 40. The computation was done as follows:

$$n = \frac{\mathrm{N}}{1 + \mathrm{N}\,(0.05)^2}$$

Where n = sample size

e=0.05,

1 = constant,

N = population.

$$n = \frac{42}{1 + 42\,(0.05)^2}$$

$$\mathrm{n} = \frac{42}{1.105}$$

n = 40

3.5 Sources of Data

There are basically two method of data collection. The primary data collection and secondary data collection. The primary data are first-hand information that was refined for the purpose of this study. This study will make use of the questionnaire as a major source of primary data. This is also known as internal source of data. Secondary data are information already in existence, having been collected originally for some other purposes. These sources form the bedrock of information used for this study. This includes the reviewing of articles that have to do with TQM and CS in current journal, textbooks, Newspapers, internet and so on.

The research instrument for this study was the questionnaire. The questionnaire that was used in the study was divided into sections. Section A contained information about the biodata of the respondents that is their gender, marital status, age, educational qualification, years of working experience and so on. Section B contained items on organizational learning and firm performance. With regards to the scoring of responses, the first section of the questionnaire did not attach any score to it, since the information got from that section were the demographic data of the respondents. The second section was drawn using the five-point Likert's scale in the following pattern. Strongly agree: 5 Agree: 4 Undecided: 3 Disagree: 2 Strongly Disagree:1.

3.6 Measurement and Operationalization of Variables

The dependent variable of this study is counterproductive work behaviour, decomposed into the forms of abuse, production deviance, sabotage, theft, and withdrawal and it was measured on five-point Likert, ranging from [5 = Very Large Extent (VLE), 4 = Large

Extent (LE), 3 = Moderate Extent (ME), 2 = Small Extent (SE) and 1 = Very Small Extent (VSE)]. Workplace spirituality on the other hand was

3.7 Model Specification

The model of this study hypothesized the relationship between total quality management and corporate sustainability practices in Bayelsa State, Nigeria

$$CSP = TQM \tag{3.1}$$

Where $TQM = COI, CF, QL$

$$TQM = f(COI, CF, QL) \tag{3.2}$$

This model is further expressed mathematically as:

$$TQM = \beta_0 + \beta_1 COI + \beta_2 CF + \beta_3 QL + \varepsilon \tag{3.3}$$

Where:

TQM = Total Quality Management Practices

CSP = Corporate Sustainability Practices

COI = Continuous Organisational Improvement

CF = Customer Focus

QL = Quality Leadership

ε = Error term

β_0 = Constant

$\beta_1 ... \beta_3$= Coefficients of the Independent variables

Apriori Expectation

Apriori expectation describes a conclusion based upon deductive reasoning rather than research or calculation. Based on the objective of this research, which is to examine the impact of total quality management and corporate sustainability practices in Bayelsa State, Nigeria, the researcher's expectation is that there will be a positively significant relationship between total quality management and corporate sustainability practices.

The Apriori expectation is stated as: $\beta_1>0$, $\beta_2>0$, and $\beta_3>0$ (3.4)

signifying that a unit increase in meaningful work, sense of community, and alignment with organizational values will bring about a decrease in counterproductive work behaviour.

3.8 Research Instrument

A structured questionnaire, adapted from previous research served as the primary instrument for data collection in this study. The questionnaire utilized a Likert-type scale with five response options: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. The validity and the reliability of the research instrument were already affirmed as this study adopts items for the questionnaire/instrument that have been used in previous numerous studies on total quality management and corporate sustainability practices and this same adopted instrument was also used by the research supervisor.

3.9 Methods of Data Analysis

Data analysis technique is the way in which the data collected from respondents are presented, processed and analysed for easy comprehension (Huber, 2016). Analysis technique may involve inferential or descriptive technique. Inferential statistics was used to reach conclusions and make generalizations about the characteristics of populations based on data collected from the sample. Descriptive statistics will be used to analyse the demographical data. Data and figures collected from the respondents will be presented in table. Hypotheses will be analysed using Spearman Rank Order Correlation Coefficient. The Statistical Package for the Social Science (SPSS) will be used to test the hypotheses.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

In this chapter, the presentation, analysis and interpretation of the data collected from the respondents. It precisely covers the descriptive analysis, interpretation and presentation of demographic information of the respondents and data received from the respondents on questions related to total quality management and corporate sustainability practices in Bayelsa State, Nigeria. Also, in this chapter, the regression analysis and its interpretation with respects to the hypothesized relationship between total quality management and corporate sustainability practices in Bayelsa State, Nigeria among the sampled respondents are also presented.

4.2 Description of Respondents' Demographics

This section contains a descriptive analysis of the demographic data drawn from the sampled respondents. The demographic variables include gender, age, educational qualification, job experience and marital status of the respondents.

Table 4.1: Demographic characteristics of the respondents

S/N	Categories	Frequency	
		No.	**%**
1.	**Gender**		
	Male	17	42.5
	Female	23	57.5
	Total	**40**	**100.0**
2.	**Age**		
	21-30	12	30.0
	31-40	21	52.5

	41-50	6	15.0
	51 and above	1	2.5
	Total	**40**	**100.0**
3.	**Educational Qualification**		
	FSLC	2	5.0
	HND/B.Sc	28	70.0
	MBA/M.Sc/Ph.D	4	10.0
	OND/NCE	3	7.5
	SSCE/GCE/NECO/	3	7.5
	Total	**40**	**100.0**
4.	**Job Experience**		
	0-5 years	12	30.0
	5-10years	20	50.0
	Above 10 years	8	20.0
	Total	**40**	**100.0**
5.	**Marital Status**		
	Married	18	45.0
	Single	21	52.5
	Widow(er)	1	2.5
	Total	**40**	**100.0**

***Source: Field Survey* (2024)**

Gender

Table 4.1 showed that the majority of the respondents were females. This category of respondents accounted for 57.5 percent of the total number of respondents, while 42.5 percent of the respondents were males.

Age

From the same table above, we saw that 12 respondents (30.0%) were in the age bracket of 21-30 years, 21 respondents (52.5%) were in the age bracket of 31-40 years, 6 respondents (15.0%) were in the age bracket of 41-50 years and 1 respondent (2.5%) was in the age bracket of 51 and above years.

Educational Qualification

Table 4.1 above also showed that 2 respondents (5.0%) had obtained a FSLC, 28 (70.0) respondents had obtained an HND/B.Sc, 4 (10.0%) respondents had obtained an MBA/M.Sc/Ph.D, 3 (7.5%) respondents had obtained a OND/NCE while 3 (7.5%) respondents had obtained a SSCE/GCE/NECO.

Job Experience

Also, tables 4.1 above showed that 12 (30.0%) respondents had worked in the organisation for 0-5 years, 20 (50.0%) had worked in the organisation for 5-10years while 8 (20.0%) had worked in the organisation for above 10 years.

Marital Status

Table 4.1 above also indicated the marital status of the respondents. 52.5 percent of the respondents were single, 45 percent of the respondents were married and 2.5 percent of the respondents were widowed.

4.3 Description of Research Variables

The variables were described using simple percentage, mean and standard deviation. The independent variable is total quality management while the dependent variable is corporate sustainability practices.

4.3.1 Description of Total Quality Management

In realizing this objective, we, first of all, computed the mean scores and standard deviation of responses to each factor of total quality management which are assessed on a five-point Likert scale in which one represents a strong level of disagreement and five represents a strong level of agreement.

Table 4.2 below showed the description of total quality management among employees in Airtel Nigeria PLC, Bayelsa State.

Table 4.2: Description of Total Quality Management

Q/N	Item	Frequency							Decision
		1	**2**	**3**	**4**	**5**	**Mean**	**SD**	
	Continuous Organisational Development								
6.	The organization consistently seeks and implements innovative strategies for continuous improvement.	4	3	9	11	13	3.65	1.292	**Accepted**
7.	Employees are encouraged to propose and implement process enhancements within the organization.	5	4	8	11	12	3.53	1.358	**Accepted**
8.	The organization regularly invests in employee training and development programs.	3	2	9	11	15	3.83	1.217	**Accepted**
9.	Top management actively supports and participates in initiatives aimed at ongoing organizational development.	2	3	10	9	16	3.85	1.189	**Accepted**
10.	The organization regularly reviews and modifies its processes to adapt to changing business landscapes.	4	5	11	11	9	3.4	1.257	**Accepted**
	Overall mean for Continuous Organisational Improvement						**3.652**	**1.2626**	**Accepted**
	Consumer Focus								
11.	Customer feedback is actively sought and used to	6	1	15	9	9	3.35	1.292	**Accepted**

	improve products/services.								
12.	The organization prioritizes meeting customer needs and expectations.	3	2	12	12	11	3.65	1.167	**Accepted**
13.	The organization consistently aims to enhance the overall customer experience.	2	4	11	14	9	3.6	1.105	**Accepted**
14.	Processes are designed to ensure timely resolution of customer complaints or issues.	3	5	12	13	7	3.4	1.15	**Accepted**
15.	The organization emphasizes delivering products/services that align with customer demands and preferences.	2	3	10	13	12	3.75	1.127	**Accepted**
	Overall mean for customer focus						**3.55**	**1.1682**	**Accepted**
	Quality Leadership								
16.	Leadership consistently promotes a culture of quality and excellence.	7	7	13	7	6	2.95	1.3	**Accepted**
17.	Top management actively participates in quality improvement initiatives.	4	3	9	14	10	3.58	1.238	**Accepted**
18.	Leadership sets clear quality objectives and goals for the organization.	3	5	8	14	10	3.58	1.217	**Accepted**
19.	The organization's leadership effectively communicates the importance of quality to all employees.	2	5	8	8	17	3.83	1.259	**Accepted**
20.	Leadership regularly evaluates and improves the quality management system.	9	4	12	5	10	3.08	1.474	**Accepted**
	Overall mean for Quality Leadership						**3.404**	**1.2976**	**Accepted**
	Overall mean for Total Quality Management						**3.53**	**1.24**	**Accepted**

***Source: Field Survey (*2024).**

***N.B:* 1, 2, 3, 4 and 5 denote strongly disagreed, disagreed, undecided, agreed, strongly agreed response rate respectively.**

Continuous Organisational Development

From Table 4.2 above, 4 respondents, 3 respondents, 9 respondents, 11 respondents and 13 respondents strongly disagreed, disagreed, undecided, agreed, strongly agreed respectively to the statement “The organization consistently seeks and implements innovative strategies for continuous improvement”. Also, 5 respondents, 4 respondents, 8 respondents, 11 respondents, and 12 respondents strongly disagreed, disagreed, undecided, agreed, strongly agreed respectively to the statement “Employees are encouraged to propose and implement process enhancements within the organization”. Also, 3 respondents, 2 respondents, 9 respondents, 11 respondents, and 15 respondents, strongly disagreed, disagreed, undecided, agreed, strongly agreed respectively to the statement “The organization regularly invests in employee training and development programs”. In similar manner, 2 respondents, 3 respondents, 10 respondents, 9 respondents, and 16 respondents strongly disagreed, disagreed, undecided, agreed, strongly agreed respectively to the statement “Top management actively supports and participates in initiatives aimed at ongoing organizational development”. Finally, 4 respondents, 5 respondents, 11 respondents, 11 respondents, and 9 respondents, strongly disagreed, disagreed, undecided, agreed, strongly agreed respectively to the statement “The organization regularly reviews and modifies its processes to adapt to changing business landscapes”. The mean responses of the five questions were above the benchmark value of 3 which is the midpoint for a 5-point Likert-scale grade and the overall mean was 3.652 with a standard deviation of 1.2626 and this is above the already stated benchmark showing that continuous organisational improvement has a positive impact on corporate sustainability practices in Bayelsa State, Nigeria.

Consumer Focus

Also, from Table 4.2 above, 6 respondents, 1 respondent, 15 respondents, 9 respondents, and 9 respondents strongly disagreed, disagreed, undecided, agreed, strongly agreed respectively to the statement “Customer feedback is actively sought and used to improve products/services”. Also, 3 respondents, 2 respondents, 12 respondents, 12 respondents, and 11 respondents strongly disagreed, disagreed, undecided, agreed, strongly agreed respectively to the statement “The organization prioritizes meeting customer needs and expectations”. In similar manner, 2 respondents, 4 respondents, 11 respondents, 14 respondents, and 9 respondents strongly disagreed, disagreed, undecided, agreed, strongly agreed respectively to the statement “The organization consistently aims to enhance the overall customer experience”. Also, 3 respondents, 5 respondents, 12 respondents, 13 respondents, and 7 respondents strongly disagreed, disagreed, undecided, agreed, strongly agreed respectively to the statement “Processes are designed to ensure timely resolution of customer complaints or issues”. Finally, 2 respondents, 3 respondents, 10 respondents, 13 respondents, and 12 respondents strongly disagreed, disagreed, undecided, agreed, strongly agreed respectively to the statement “The organization emphasizes delivering products/services that align with customer demands and preferences". The mean responses of the five questions were above the benchmark value of 3 which is the midpoint for a 5-point Likert-scale grade and the overall mean was 3.55 with a standard deviation of 1.1682 and this is above the already stated benchmark showing that customer focus has a positive impact on corporate sustainability practices in Bayelsa State, Nigeria.

Quality Leadership

In Table 4.2 above, it can also be seen that 7 respondents, 7 respondents, 13 respondents, 7 respondents, and 6 respondents strongly disagreed, disagreed, undecided, agreed, strongly agreed respectively to the statement "Leadership consistently promotes a culture of quality and excellence". In similar manner, 4 respondents, 3 respondents, 9 respondents, 14 respondents, and 10 respondents strongly disagreed, disagreed, undecided, agreed, strongly agreed respectively to the statement "Top management actively participates in quality improvement initiatives". Also, 3 respondents, 5 respondents, 8 respondents, 14 respondents, and 10 respondents strongly disagreed, disagreed, undecided, agreed, strongly agreed respectively to the statement "Leadership sets clear quality objectives and goals for the organization". In the same vein, 2 respondents, 5 respondents, 8 respondents, 8 respondents, and 17 respondents strongly disagreed, disagreed, undecided, agreed, strongly agreed respectively to the statement "The organization's leadership effectively communicates the importance of quality to all employees". Finally, 9 respondents, 4 respondents, 12 respondents, 5 respondents, and 10 respondents strongly disagreed, disagreed, undecided, agreed, strongly agreed respectively to the statement "Leadership regularly evaluates and improves the quality management system". The mean responses for these questions were above the benchmark value of 3, which is the midpoint for a 5-point Likert-scale grade. The overall mean was 3.404 with a standard deviation of 1.2976. This indicates that quality leadership has a positive impact on the corporate sustainability practices in Bayelsa State, Nigeria.

4.3.2 Description of Corporate Sustainability Practices

Table 4.3 showed the description of corporate sustainability practices in Bayelsa State, Nigeria.

Table 4.3 Description of Corporate Sustainability Practices

Q/N	Item	Frequency							Decision
		1	**2**	**3**	**4**	**5**	**Mean**	**SD**	
	Corporate Sustainability Practices								
21.	The organization actively promotes environmental conservation in its operations.	4	7	11	11	7	3.25	1.235	**Accepted**
22.	The organization prioritizes social responsibility and community engagement.	6	7	8	9	10	3.25	1.41	**Accepted**
23.	The company consistently seeks to reduce its environmental footprint.	6	6	13	13	2	2.98	1.143	**Accepted**
24.	The organization engages in ethical business practices and fair trade.	1	2	8	17	12	3.93	0.971	**Accepted**
25.	The company actively seeks to balance profit generation with environmental and social impact.	1	4	5	16	14	3.95	1.061	**Accepted**
	Total						**3.472**	**1.164**	**Accepted**

***Source: Field Survey* (2024)**

N.B: **1, 2, 3, 4 and 5 denote strongly disagreed, disagreed, undecided, agreed, strongly agreed response rate respectively.**

Corporate Sustainability Practices

In Table 4.3 above, it can also be seen that 4 respondents, 7 respondents, 11 respondents, 11 respondents, and 7 respondents strongly disagreed, disagreed, undecided, agreed, strongly agreed respectively to the statement "The organization actively promotes environmental conservation in its operations". In similar manner, 6 respondents, 7 respondents, 8 respondents, 9 respondents, and 10 respondents strongly disagreed, disagreed, undecided, agreed, strongly agreed respectively to the statement "The organization prioritizes social responsibility and community engagement". Also, 6 respondents, 6 respondents, 13 respondents, 13 respondents, and 2 respondents strongly disagreed, disagreed, undecided, agreed, strongly agreed respectively to the statement "The company consistently seeks to reduce its environmental footprint". In the same vein, 1 respondent, 2 respondents, 8 respondents, 17 respondents, 12 respondents strongly disagreed, disagreed, undecided, agreed, strongly agreed respectively to the statement "The organization engages in ethical business practices and fair trade". Finally, 1 respondent, 4 respondents, 5 respondents, 16 respondents, and 14 respondents strongly disagreed, disagreed, undecided, agreed, strongly agreed respectively to the statement "The company actively seeks to balance profit generation with environmental and social impact. The mean responses for these questions were above the benchmark value of 3, which is the midpoint for a 5-point Likert-scale grade. The overall mean was 3.472 with a standard deviation of 1.164. This indicates that total quality management has a positive impact on the corporate sustainability practices in Bayelsa State, Nigeria.

4.4 Relationship between Total Quality Management and Corporate Sustainability Practices in Bayelsa State, Nigeria.

The regression analysis was performed to start a relationship between total quality management and corporate sustainability practices in Bayelsa State, Nigeria. Below are tables representing the output of the regression analysis.

Table 4.4: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.835[a]	.679	.627	2.56825	1.942

a. Predictors: (Constant), Continuous Organizational Improvement, Consumer Focus, Quality Leadership
b. Dependent Variable: Corporate Sustainability Practices

The coefficient of determination (R^2) stood at a value of 0.679, which indicates that 67.9 percent of all the systematic variations in the dependent variable (Corporate Sustainability Practices) are accounted for by the independent variables (Continuous Organizational Improvement, Consumer Focus, Quality Leadership) in this model. The adjusted coefficient of determinant (R^2) stood at 0.627 which shows that the data fits the model. The value of the Durbin–Watson (d) statistic was 1.942 and hence, there is evidence of negative autocorrelation. This indicates that successive error terms are negatively correlated.

Table 4.5: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	545.647	3	181.882	27.575	0.000[b]
	Residual	237.453	36	6.596		
	Total	783.100	39			

a. Dependent Variable: Corporate Sustainability Practices
b. Predictors: (Constant), Continuous Organizational Improvement, Consumer Focus, Quality Leadership

From table 4.5 above, The F-Stat was at a value of 27.575 with a P-value less than 0.05. This showed that total quality management is a significant variable for corporate sustainability practices in Bayelsa State, Nigeria.

4.5 Test of Hypotheses

The hypotheses were tested with a p-value in the regression result. Where the p-values are greater than or equal to 0.05, the null hypotheses (H_0) are not rejected. And where the p-values are less than 0.05, the null hypotheses (H_0) are dismissed. The results of the interpretations presented below.

Table 4.6: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.781	1.743		1.596	.119
	Continuous Organisational Improvement	.198	.130	.221	1.525	.136

Customer Focus	.098	.178	.098	.552	.585
Quality Leadership	.542	.132	.594	4.112	.000

a. Dependent Variable: Corporate Sustainability Practices

NB: The constant term (intercept) is 2.781. This represents the expected value of corporate sustainability practices when all independent variables are zero.

Hypothesis 1

H_{01}: There is no significant relationship between continuous organizational improvement and corporate sustainability practices of an organization.

Table 4.6 above showed the regression coefficients, t and P-value corresponding to the effect of continuous organizational improvement on the corporate sustainability practices of an organization. The P-value in the regression result is 0.136 which is higher than 0.05. Hence, the null hypothesis (H_0) is not rejected, which states that there is no significant relationship between continuous organizational improvement and corporate sustainability practices of an organization. This shows that the study suggested that there is no significant relationship between continuous organizational improvement and corporate sustainability practices of an organization.

Hypothesis 2

H_{02}: There is no significant relationship between consumer focus and corporate sustainability practices in an organization.

Table 4.6 above showed the regression coefficients, t and P-value corresponding to the effect of customer focus on the corporate sustainability practices of an organization. The P-value in the regression result is 0.585 which is higher than 0.05. Hence, the null hypothesis (H_0) is not rejected, which states that there is no significant relationship between consumer focus and corporate sustainability practices in an organization. This shows that the study suggested that there is no significant relationship between consumer focus and corporate sustainability practices in an organization.

Hypothesis 3

H_{03}: There is no significant relationship between quality leadership and corporate sustainability practices in an organization.

Table 4.6 above showed the regression coefficients, t and P-value corresponding to the effect of quality leadership on the corporate sustainability practices of an organization. The P-value in the regression result is 0.000 which is lower than 0.05. Hence, the null hypothesis (H_0) is rejected, which states that there is no significant relationship between quality leadership and corporate sustainability practices of an organization. This shows that the study suggested that there is no significant relationship between quality leadership and corporate sustainability practices of an organization.

4.6 Discussion of Findings

This study examined the impact of total quality management on the corporate sustainability practices of an organization in Bayelsa State, Nigeria. Copies of the questionnaire were distributed to respondents in the organisation, after which when the set quota was filled up, the data was analysed. The findings of the study are discussed below:

Table 4.1 showed that the majority of the respondents were females. This category of respondents accounted for 57.5 percent of the total number of respondents, while 42.5 percent of the respondents were males. From the same table above, we saw that 12 respondents (30.0%) were in the age bracket of 21-30 years, 21 respondents (52.5%) were in the age bracket of 31-40 years, 6 respondents (15.0%) were in the age bracket of 41-50 years and 1 respondent (2.5%) was in the age bracket of 51 and above years. Table 4.1 above also showed that 2 respondents (5.0%) had obtained a FSLC, 28 (70.0) respondents had obtained an HND/B.Sc, 4 (10.0%) respondents had obtained an MBA/M.Sc/Ph.D, 3 (7.5%) respondents had obtained a OND/NCE while 3 (7.5%) respondents had obtained a SSCE/GCE/NECO. Also, tables 4.1 above showed that 12 (30.0%) respondents had worked in the organisation for 0-5 years, 20 (50.0%) had worked in the organisation for 5-10years while 8 (20.0%) had worked in the organisation for above 10 years. Table 4.1 above also indicated the marital status of the respondents. 52.5 percent of the respondents were single, 45 percent of the respondents were married and 2.5 percent of the respondents were widowed.

Based on the analysis done, it revealed that there is no significant positive relationship between continuous organizational improvement and corporate sustainability practices of an organization. Thus, continuous organizational improvement has a negative impact on corporate sustainability practices of an organization in Bayelsa State, Nigeria.

Also, based on the analysis done, it revealed that there is no significant positive relationship between customer focus and corporate sustainability practices of an organization. Thus, customer focus does not have a positive impact on corporate sustainability practices of an organization.

Based on the analysis done, it revealed that there is a positive and significant relationship between quality leadership and corporate sustainability practices of an organization. Thus, quality leadership has a positive impact on corporate sustainability practices of an organization.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this chapter, we present the review of findings from the empirical analysis as well as the conclusion and the recommendations required for improvement as result of these findings.

5.2 Summary of Findings

1. The study revealed there is a significant positive relationship between continuous organisational improvement and corporate sustainability practices in the organisation in Bayelsa State, Nigeria.

2. It also found that there is a significant positive relationship between consumer focus and corporate sustainability practices in the organisation in Bayelsa State, Nigeria.

3. Finally, the study found that there is positive and significant relationship between quality leadership and corporate sustainability practices in the organisation in Bayelsa State, Nigeria.

5.3 Contributions to Knowledge

This study has made the following contributions to the body of knowledge:

1. The study identified that fostering sustainable practices within organizations is deeply intertwined with a culture of continuous improvement. This discovery provides a strategic roadmap for business leaders in Bayelsa State and beyond,

offering insights on aligning improvement initiatives with sustainability goals effectively.

2. It also highlighted the pivotal role of Consumer Focus as a prime driver of sustainability. By orienting organizational strategies around consumer needs, businesses in Bayelsa State can more effectively spearhead sustainable initiatives. This discovery holds critical importance for companies seeking to infuse sustainability practices with customer-centric approaches.
3. This study emphasized the significant relationship between quality leadership and the adoption of corporate sustainability practices. It underscored the vital role of leadership in propelling and nurturing sustainable practices within an organization. This insight provides a guide for organizational leaders in Bayelsa State, stressing the importance of leadership qualities that advocate and integrate sustainability within the organizational fabric.
4. Lastly, this study offers practical implications for businesses and decision-makers in Bayelsa State. They underline the necessity of striking a harmonious balance between continuous improvement, consumer focus, and quality leadership to enhance corporate sustainability practices. These insights have the potential to shape strategic decision-making, organizational culture, and policy formulation, steering businesses toward more sustainable and consumer-oriented practices.

5.4 Conclusion

This study has examined the relationship between total quality management and corporate sustainability practices in the organization in Edo State, Nigeria. Specifically, it assessed the relationship between continuous organizational improvement, consumer focus and quality leadership and corporate sustainability practices in the organization in Edo State, Nigeria.

5.5 Recommendations

Based on the findings of this study, the following recommendations were made:

1. the organisation needs to consciously integrate sustainability goals within their continuous improvement strategies. This integration can involve setting sustainability targets and aligning them with ongoing improvement initiatives.
2. the organisation needs to place a strong emphasis on sustainability measures that directly address consumer needs and expectations. Implementing consumer-focused sustainability initiatives would serve to not only meet market demands but also drive the company's sustainable performance.
3. lastly, the organisation needs to focus on cultivating and empowering leaders with a strong commitment to sustainability." Training and development programs aimed at enhancing leadership skills in fostering a culture of sustainability can significantly contribute to embedding sustainable practices within the organizational ethos.

5.6 Suggestions for Further Research

Based on the scope of this study, the staff of Airtel Nigeria PLC in Bayelsa State, Nigeria were sampled. We, therefore, recommend that future research should be extended to include other staff in Telecommunication companies in other states in Nigeria at large. Future research should attempt to examine the relationship between total quality management and operational excellence in other Nigerian private and public sectors.

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APPENDIX

QUESTIONNAIRE

DEPARTMENT OF BUSINESS ADMINISTRATION
FACULTY OF MANAGEMENT SCIENCES
UNIVERSITY OF BENIN
BENIN CITY

REQUEST FOR COMPLETION OF QUESTIONNAIRE

I am an undergraduate student in the Department mentioned above. As part of the requirements for the degree programme, I am conducting research on **Total Quality Management and Corporate Sustainability Practices.**

Please kindly answer the following questions for me as sincerely as possible. All you are required to do is simply tick the answer of your choice. You are not expected to disclose your identity and be assured that your responses will be kept in the strictest confidence and used only for the specified research purpose.

Thanks for your co-operation.

____

Amaka Choice NWOKOLO
MGS1606534

SECTION A: SOCIO-DEMOGRAPHIC INFORMATION

INSTRUCTION: Please tick and fill in the necessary information as may be appropriate.

1. Gender: Male [ ] Female [ ]

2. Age: Below 20 [ ] 21-30 [ ] 31-40 [ ] 41-50 [ ] 51 and above [ ]

3. Qualification: First School Leaving Certificate or less [ ]

SSCE/GCE/NECO/NABTEB [ ] OND/NCE [ ] HND/B.Sc [ ]
MBA/M.Sc./Ph.D[ ] Others [ ]

4. Job Experience: 0-5yrs [ ] 5-10yrs [ ] Above 10 years [ ]

5. Marital Status: Single [ ] Married [ ] Others [ ]

SECTION B: (RESEARCH QUESTION/STATEMENTS)

INSTRUCTION: Please indicate as frankly as possible the extent to which the following statements below describes your opinions using the following scale: Strongly Disagree (SD), Disagree (D), Undecided (U), Agree (A) and Strongly Agree (SA)

S/N	STATEMENTS	SD	D	U	A	SA
	Continuous Organisational Development					
6.	The organization consistently seeks and implements innovative strategies for continuous improvement.					
7.	Employees are encouraged to propose and implement process enhancements within the organization.					
8.	The organization regularly invests in employee training and development programs.					
9.	Top management actively supports and participates in initiatives aimed at ongoing organizational development.					
10.	The organization regularly reviews and modifies its processes to adapt to changing business landscapes.					
	Consumer Focus	**SD**	**D**	**U**	**A**	**SA**
11.	Customer feedback is actively sought and used to improve products/services.					
12.	The organization prioritizes meeting customer needs and expectations.					
13.	The organization consistently aims to enhance the overall customer experience.					
14.	Processes are designed to ensure timely resolution of customer complaints or issues.					
15.	The organization emphasizes delivering products/services that align with customer demands and preferences.					
	Quality Leadership	**SD**	**D**	**U**	**A**	**SA**
16.	Leadership consistently promotes a culture of quality and excellence.					
17.	Top management actively participates in quality improvement initiatives.					
18.	Leadership sets clear quality objectives and goals for the organization.					
19.	The organization's leadership effectively communicates the importance of quality to all employees.					
20.	Leadership regularly evaluates and improves the quality management system.					
	Corporate Sustainability Practices	**SD**	**D**	**U**	**A**	**SA**
21.	The organization actively promotes environmental conservation in its operations.					
22.	The organization prioritizes social responsibility and community engagement.					
23.	The company consistently seeks to reduce its environmental footprint.					

24.	The organization engages in ethical business practices and fair trade.					
25.	The company actively seeks to balance profit generation with environmental and social impact.					

THANK YOU