

TOTAL QUALITY MANAGEMENT (TQM) AND THE PERFORMANCE OF FAST-FOOD BUSINESS IN AUCHI, EDO STATE, SOUTH-SOUTH GEO-POLITICAL ZONE OF NIGERIA

BRAIMAH, BASHIRU ADAMU

**DEPARTMENT OF BUSINESS ADMINISTRATION, FACULTY OF MANAGEMENT AND SOCIAL
SCIENCES, EDO STATE UNIVERSITY, UZAIRUE, EDO STATE, NIGERIA**

EMAIL: braimahmuhamme@gmail.com

PHONE: + (234) 07032061441, 07037135819

&

OMOLUABI, EHS TAIWO (Ph.D)

**DEPARTMENT OF BUSINESS ADMINISTRATION, FACULTY OF MANAGEMENT AND SOCIAL
SCIENCES, EDO STATE UNIVERSITY, UZAIRUE, EDO STATE, NIGERIA**

EMAIL: omoluabi.ehis@edouniversity.edu.eg or ehishighmano@gmail.com

PHONE: + (234) 08036509278, 08061797958

ABSTRACT

Total Quality Management (TQM) stands as a management philosophy enabling organizations to relentlessly pursue quality across all levels, extending from top management and suppliers to every employee within the organization. This study assessed Total Quality Management (TQM) and performance of fast-food businesses in Auchi, Edo State. The sampled population were staffs of selected fast food businesses in Auchi, Edo State and sample size used was 101 staff. Survey research design was employed and data was collected with the aid of survey questionnaire method and were analyzed using multiple linear regression. Findings revealed that there is a positive (Beta= .255) significant (pv=.000) relationship between customers focus and the market performance of fast-food businesses in Auchi. Training has positive(Beta= .741) and significant (pv=.000) relationship with market performance of fast-food businesses in Auchi. It was concluded that there is a positive and significant relationship between total quality management and business performance. It is therefore recommended that organizations should prioritize and enhance strategies aimed at understanding and meeting customer needs. It was also recommended that businesses should invest in comprehensive training programs for their employees.

Keywords: Business Performance, customers focus, Fast food, Auchi, Training, Total Quality Management.

INTRODUCTION

In the fiercely competitive landscape shaped by globalizations and liberalizations, organizations face formidable challenges unless they establish a competitive edge over rivals. The escalating competition has exposed the vulnerability of certain firms, leading to failures and intensified pressure for business survival. Total Quality Management (TQM) emerges as a critical focal point of interest for both practitioners and researchers (Powell, 1995; Sousa & Voss, 2002). Since the 1980s, TQM has been recognized as a potent tool for organizations seeking to fortify their competitive advantages (Aghamdi, 2016). Renowned quality authorities such as Deming and Juran (1986) have asserted that a competitive advantage is attainable through the delivery of superior products or services. Additionally, Moreso et al. (2003) contend that quality plays a pivotal role in achieving competitiveness in the contemporary global market.

TQM, as a quality management strategy, revolves around the commitment of all organizational members, aiming for long-term sustainability by satisfying customers and contributing to the well-being of both the organization and the community. It is widely acknowledged globally as an effective management approach fostering stability, growth, and prosperity (Isaac et al., 2004). TQM entails the organizational and managerial responsibilities for planning, controlling, directing, and coordinating activities to establish and enforce the quality standards necessary for goods and services. It embodies an organization-wide commitment to continuous improvement, focusing on customer expectations and needs to enhance satisfaction, retention, and overall performance.

The literature extensively explores the effectiveness of TQM as a metric for organizational performance, with proponents contending that it leads to enhanced organizational performance, as evidenced by various studies (Powell, 1995; Samson & Terziovski, 1999). Advocates of TQM assert its adaptability for implementation in any organization, emphasizing that even smaller organizations with limited resources can successfully employ TQM principles without incurring unnecessary costs (Kotler & Keller, 2021).

Customer focus refers to a business approach that places the customer at the center of all activities and decisions. It involves understanding and meeting customer needs, preferences, and expectations to enhance overall satisfaction. Organizations adopting a customer-focused strategy aim to build strong and lasting relationships with their customers, often by providing personalized services, addressing concerns promptly, and continuously improving products or services based on customer feedback. This approach emphasizes the importance of customer satisfaction and loyalty in achieving business success, often leading to increased market share, positive brand perception, and sustained growth.

Training is a systematic process of imparting knowledge, skills, and competencies to individuals or employees within an organization. It is designed to enhance their capabilities, improve performance, and align with organizational goals. Training programs may cover a range of topics, including job-specific skills, industry knowledge, and professional development. Effective training contributes to increased employee competence, productivity, and job satisfaction.

Previous investigations into the attitudes of small- and medium-sized enterprises (SMEs) toward Total Quality Management (TQM) consistently highlight the perceived obstacles of resource constraints and implementation costs (Walley, 2000). Olutunla and Obamuyi (2008) defines SMEs as enterprises with

total capital employed ranging from N1.5 million to N200 million, inclusive of working capital, and with a staff strength of 10 to 300, excluding the cost of land.

Typically, Small and Medium-sized enterprises (SMEs) tend to adopt TQM in response to external challenges rather than as a result of internally-driven initiatives to enhance quality, reduce costs, and improve organizational performance. The benefits derived from improved process quality extend beyond enhancing product quality and market positioning, encompassing increased productivity and profitability. Notably, a significant relationship has been suggested between the extent of TQM implementation and performance outcomes, particularly through customer focus and performance results (Joiner, 2007).

While numerous studies have explored the relationship between TQM and performance, the majority have focused on larger organizations, manufacturing entities, and the beverage industry, as seen in the works of Yusufu et al. (2019), Jimoh et al. (2018), and Jonah et al. (2018). Yusufu et al. (2019) specifically examined a ceramic company, emphasizing the influence of continual improvement and employee involvement on organizational performance. In contrast, Jimoh et al. delved into TQM practices in construction companies, highlighting the mediating role of continuous improvement strategies.

Moreover, the limited research available on this subject has primarily been conducted in Europe and America, as evidenced by studies such as Walley (2000) in the United Kingdom, Anderson and Sohal (1999) in Australia, and Guilhon, Martin, and Weill (1998). The discrepancies in findings among these studies can be attributed to variations in research settings, rendering their applicability specific to those contexts. While comprehensive quality management practices are acknowledged for their positive impact on organizational performance in both product and service-oriented organizations (Powell, 1995), there is a notable dearth of research on the influence of specific TQM practices, such as customer focus and training, on the performance of fast-food businesses.

This gap in the literature is particularly evident when considering the relationship between Total Quality Management (TQM) and firm performance in Small and Medium Enterprises (SMEs). Prior research in this domain has heavily relied on self-assessment of managerial performance. Against this backdrop, the present study aims to fill this research gap by investigating the relationship between TQM and the performance of fast-food businesses in Auchi, Edo State, Nigeria.

The following research questions were generated:

- i. To what extent does customer focus enhance the performance of selected fast food businesses in Auchi?
- ii. How does training enhance the performance of selected fast food businesses in Auchi?

The general objective of this study was to investigate the effect of total quality management (TQM) on the performance of fast-food businesses in Auchi, Edo State, Nigeria. The specific objective is to :

- i. To determine the relationship between customer focus and the performance of selected fast food businesses in Auchi.

- ii. To examine the relationship between training and the performance of selected fast food businesses in Auchi.

The following null hypotheses were formulated:

Ho₁ Customer focus has no significant relationship with the performance of selected fast food businesses in Auchi.

Ho₂ Training has no significant relationship with the performance of selected fast food businesses in Auchi.

REVIEW OF RELATED LITERATURE

Concept of Total Quality Management (TQM)

Total Quality Management (TQM) is an approach to manage an organization (Salman, 2022). It commenced in the 1950s and it became more popular in the 1980s when it assumed commanding technique of competitiveness. Commonly, the term "Quality" is associated with customer satisfaction in terms of best return for the money they pay to purchase something. Customers would like to see that product meet their standard before they pay for the product.

Total Quality Management is defined as an approach to enhance efficiency, flexibility and competitiveness in the entire organization (Baidoun & Zain, 2003). As a management technique, it is employed to embody the quality maintenance, quality development and quality improvement efforts of different and interwoven aspects of a system to allow services at most efficient level and deserve full satisfaction. With TQM, customers' needs are met in dependable, efficient and profitable manner (Rajanet al., 2021). TQM enable quality to be put at the uppermost part of mind of all workers and departments in which workers carry out activities through which an organization carries out her day-to-day activities. Fundamentally, three words are sum up in TQM and these include:

Total- involving the whole organization, supply chain and/or product life cycle;

Quality- conformance to requirement i.e. meeting requirements of customers

Management- TQM is made of a number of activities such as worker, relation, quality division work, process management, provider quality management, management authority, key organization, data innovation and investigation, customer focus, preparation, individual management quality information and disclosure (Pambreni et al., 2019).

From the above, quality and its management are very important in fast-food businesses. TQM serves as a capacity under which every individual in the organization can struggle for customer satisfaction, reduce wastage and cost and increased efficiency of goods and services.

Dimensions of Total Quality Management

Customer Focus

The focus of TQM is on serving the customers external to the organization in spheres of requirement and expectations of customers and should provide products and services correspondingly. Customer's needs, complaints and expectations are the basis for arranging production which can be achieved on when firm successfully focused on customers. By this effort, organizations are encouraged to produce high dependable and quality goods and services timely and this increases quality of producing effects

and productivity. Sales of firms, market share and satisfaction of customer increase when expectations of customers are met. Studies have revealed that customer focus positively impact operational performance (Adaire & Shaughneseg, 1998), innovation performance (Phan et al., 2011), customer satisfaction, employee performance, sales and aggregate organization performance (Sadikoglu & Olcay, 2014)

Training

This element focuses on how the organization goes about training their managers and employees with a focus on quality improvement and increased performance of the organization. Training has become one of the key challenges for organizations, tailoring and implementing strategies aimed at improving employee performance which should be the major concern of any organization. Training is of two types-general training level which is training in the fundamental aspects of quality, concerning both managers and workers method include training for job requirements, individual training plan and general training programme. Specialized training is another method which includes training in problem-solving and teamwork for purpose of obtaining higher employee involvement which in turn can give rise to higher employee involvement in improvement. Methods used include recognition and rewards, specialized training plan (statistical tools), employees satisfaction and performance evaluation. The results of the training need assessment emphasize the need to give training to all workers (Al-Ibrahim, 2014). Workers know the organization and the structure of the organization via effective and efficient training as it leads to improved loyalty of worker to the organization, motivation and job performance. Full inclusiveness and participation in the production level would be more beneficial when workers are given training on producing high quality and services or products. Training leads to operational performance (Phan et al., 2011), innovation performance (Phan et al., 2011), employee performance (Kucy et al., 2001), customer result, innovation performance (Kuni, et al., 2012), total firm performance, market and financial performance (Nora et al., 2015), insignificant results were reported in others (Helteen & Klesfo, 2000).

Organizational Performance

What makes organizational performance important to the survival and growth of the modern day firms are input, capital, market and competition for customers. Consequently, this concept has attained a pivotal role as the deemed goal of contemporary industrial activity. It is imperative to measure it in order to allow practitioners to analyze and assess the particular activities of organization's and managers where organization's stand side-by-side with their competitors and how organization's change and perform gradually as times passes. Its pervading use as a dependent variable indicates it's imperative as the uttermost assessment standard in management of organization's for efficiency (Mavie & Venerande, 2021).

Organization performance constitutes the core of strategic management literature, economics, accounting and finance. Financial and market performances (profits, return on investment, etc) product market (market share, etc) and shareholder return (economic value added, etc). In this study, organizational performance was operationalized using market performance.

Market Performance

Market performance refers to the assessment and measurement of a company's or product's success and effectiveness within its target market. It encompasses various indicators, including financial

metrics, market share, customer satisfaction, and overall competitiveness. A high market performance suggests that a business is effectively meeting customer needs, outperforming competitors, and achieving its strategic objectives. This evaluation involves analyzing key performance indicators, understanding consumer behavior, adapting to market trends, and continuously improving products or services. Successful market performance is crucial for sustaining a competitive edge, building brand reputation, and ensuring long-term profitability in the dynamic business environment.

Theoretical Review

The Total Quality Theory

The total quality theory propounded by Edward Deming during the 1940s is the first theory to be discussed under this heading. Following Deming, Joseph M. Juran, often hailed as the "Father of Modern Quality Management," played a significant role in advancing the theory of quality management, alongside other experts. He gained recognition through his influential book, "Quality Control Handbook," published in 1951 (Deepa, 2014). Juran's perspective on total quality revolves around its interpretation as fitness or suitability for usage, particularly in the eyes of customers. He emphasized that, for an organization to thrive, it must identify and meet customer needs through appropriate guiding principles. Juran's Quality Trilogy, comprising quality planning, quality improvement, and quality control, stands out as a key aspect of his contributions. According to him, the success and prosperity of an organization hinge on the identification of customer needs and the use of suitable guiding factors. In contrast, Deming's total quality theory asserts that companies effectively implementing Total Quality Management (TQM) can respond more swiftly to change and strategically plan ahead to prevent obsolescence.

Continuous Improvement (Kaizen) Theory

Kaizen, originating from the Japanese words meaning "good change," "change for the better," or "improvement," traces its roots back to the quality circles of post-World War II Japan. These circles, initially established at Toyota, were groups of workers dedicated to defect prevention. The concept evolved partly in response to the influence of American Management and productivity consultants, notably W. Edwards Deming, who advocated placing quality control more directly in the hands of line workers. The dissemination of Kaizen to the Western world and its popularization can be credited to Masaaki Imai, notably through his 1986 book "Kaizen: The Key to Japan's Competitive Success."

The successful use of Kaizen depends on gaining support across the organization and from the top-down approach. Kaizen focuses on group activity (quality circles) and promotes teamwork and team spirit, however, it also recognizes contributions. It emphasizes that small steps on a regular basis will lead to large improvement over time. Kaizen goal of zero waste management brought about a strategy that became very famous in the manufacturing sector. This is the just-in-time (JIT) inventory strategy that reduces holding and storage costs by scheduling production so that inventory is kept very low.

The foundation of this research is rooted in the principles of total quality theory. This theory holds significance for the current study as it empowers a company to provide superior and enhanced quality products to customers associated with the targeted organizations. Moreover, it contributes to reducing overall company costs and minimizing waste across the entire production and sales process. The theory also underscores the importance of enhancing a company's adaptability. Integral to the evolution

of manufacturing and service industries, the total quality theory has played a crucial role in shaping the landscape we observe today. Many industries continue to draw insights from Deming's work, utilizing his principles to refine their business models and foster cultures centered on continuous improvement.

Empirical Review

Yusufu et al. (2019) examined the relationship between Total Quality Management (TQM) practices and the organizational performance of West African Ceramic Company Plc, Ajaokuta. Utilizing a descriptive research design with a cross-sectional survey method, the research employs a quantitative approach through questionnaires to gather data. The study population comprises 200 employees, both casual and non-casual staff, while the sample size is determined to be 133 using Taro Yamane's (1973) sampling technique. A total of 120 questionnaires were filled and returned for analysis, with data being processed through linear multiple regression. The study found that continual improvement significantly influences organizational performance (Beta = 0.146; $P = 0.000 < 0.05$), according to the regression results. Employee involvement has a substantial effect on organizational performance (Beta = 0.339; $P = 0.000 < 0.05$). The study concludes that employee involvement in training contributes to enhanced innovative ideas and the production of quality products within the organization. The study recommended for the establishment of quality standards for each department and implementing a reward system for departments meeting these standards. It was also recommended that the organization should Keep track of effective customer satisfaction to ensure continuous improvement in organizational processes. However, the focus of this research is on a ceramic company, which diverges from the scope of the ongoing study.

Jimoh *et al.* (2018) investigated the correlation between total quality management (TQM) practices and the performance of construction companies in Nigeria. Employing a comprehensive structured interview approach, they conducted a cross-sectional survey based on questionnaires. A total of 128 valid questionnaires were distributed among 155 medium and large-sized construction companies. The data analysis involved factor analysis and partial least square structural equation modeling. The study uncovered that TQM practices significantly impact organizational performance. Notably, the mediating influence of strategies for continuous improvement emerged as crucial for achieving enhanced organizational performance. The research emphasizes the necessity of strategic initiatives for continuous improvement in mediating the relationship between TQM practices and organizational performance. The study recommends that organizations aspiring for competitive advantage should prioritize TQM practices. Additionally, it emphasizes the importance of implementing effective strategies for continuous improvement to optimize organizational performance. Nevertheless, the analysis of data in this study employed partial least squares, which may vary from the methodology utilized in the current research.

Jonah et al. (2018) studied the impact of total quality management (TQM) on the organizational growth of Adama Beverages, focusing on a marketing mix perspective. Employing an explanatory research design, the study targeted a population of 120, comprising various heads of departments and distribution units within Adama Beverages. A sample size of 90 respondents was selected using stratified random sampling, and primary data were collected through structured questionnaires. Statistical Package for Social Sciences (SPSS) was utilized for data analysis. The study revealed a positive and significant correlation between total quality management and organizational growth. The research concludes that a strategic emphasis on all elements of total quality management contributes

positively to organizational growth, specifically within the context of Adama Beverages. The study recommends that managers aiming to achieve optimal organizational performance should prioritize and attentively address all facets of total quality management. Never the less, the focus of this research is on a beverage industry, which diverges from the scope of the ongoing study.

Research Gap

The gap in the empirical studies lies in the distinct industries and organizational scopes investigated by Yusufu et al. (2019), Jimoh et al. (2018), and Jonah et al. (2018). While Yusufu et al. focus on a ceramic company and emphasize the influence of continual improvement and employee involvement on organizational performance, Jimoh et al. explore TQM practices in construction companies, highlighting the mediating role of continuous improvement strategies. In contrast, Jonah et al. examine the impact of TQM on the growth of Adama Beverages within a marketing mix framework. The divergent industries (ceramic, construction, and beverages) and organizational contexts create a gap in understanding how TQM practices operate across different sectors.

METHODOLOGY

Survey research design was adopted in the study because the researchers have knowledge of specific problems and the degree of responses most probably to come up. More also, the information required is satisfactory specific and commonplace and generally known to the respondents (Edokpolor & Onwenvbiugie, 2017). The population of this research consists of 49 senior staff and 86 junior staff of the nine fast food businesses in Auchu based on information made available to the researchers at the time of this study. Analysis of the population is shown in table below:

Table 1: The staff strength of the selected fast food businesses as at December, 2022

S/N	Names of Organisations	Senior Staff	Junior Staff	Total
1	GT Plaza Benin-Abuja Road	8	12	20
2	Mr. Biggs along Benin- Abuja	6	10	16
3	Mat-ice along Benin- Abuja	5	8	13
4	Zara fast foods Along Igbe Road,	3	10	13
5	S.S. Fast Foods Along Poly Road	6	9	15
6	Valchi fast foods besides Army checking point	7	13	20
7	Fanet fast foods, campus 2	4	6	10
8	Danish fast food, along Benin Abuja Road,	4	9	13
9	Mobitech fast food, along Jattu road,	6	9	15
	Total	49	86	135

Source: Field survey 2023

Sample Size Determination

The sample size of 101 was achieved by calculation of a population of 135 respondents at 95% level of confidence at 0.05 error by using Yamane (1973) formula.

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

Where:

n = Sample size
 N = Population of the Study
 e = Error of precision (0.05)

$$n = \frac{135}{1 + 135(0.05)^2}$$

n = 101

Table 2: Distribution of Sample

S/N	Names of Organizations	Total population	Sample Proportion
1	GT Plaza Benin-Abuja Road	20	15
2	Mr. Biggs along Benin- Abuja	16	12
3	Mat-ice along Benin- Abuja	13	10
4	Zara fast foods Along Igbe Road,	13	10
5	S.S. Fast Foods Along Poly Road	15	11
6	Valchi fast foods besides Army checking point	20	15
7	Fanet fast foods, campus 2	10	7
8	Danish fast food, along Benin Abuja Road,	13	10
9	Mobitech fast food, along Jattu road,	15	11
	Total	135	101

Source: Field survey 2023

Data were analyzed using multiple regression analysis.

Model Specification

The variable under consideration as the outcome is market performance (MP), with the independent variable being total quality management (TQM), represented by the following proxies: customer focus (CSF) and training (TRG).The model is specified in econometric form:

MP= f(TQM) ----- (i)

MP =β₀ + β₁CSF + β₂TRG + μ_i----- (ii)

Where: TQM = an indicator representing Total quality management (Independent Variable);

MP: = dependent variable (market performance)

β₀ = a constant and β₁₋₂ = coefficients of independent variables;

CSF= a predictor representing Independent Variable (Customers focus);

TRG= a predictor representing Independent Variable (Training);

μ= Stochastic error term;

i = Cross sectional; and

f = Functional relationship.

Reliability Statistics

Cronbach's Alpha	N of Items
.896	2

The reliability result is .896 which is above 70%.

DATA ANALYSIS AND DISCUSSION OF FINDINGS

The following hypotheses were tested in this section.

Ho₁ Customer focus has no significant relationship with the performance of selected fast food businesses in Auchi.

Ho₂ Training has no significant relationship with the performance of selected fast food businesses in Auchi.

A set of 101 questionnaire instruments were distributed to participants, and an equivalent number (101) were fully completed and returned.

Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.962 ^a	.925	.924		.426

a. Predictors: (Constant), TRG, CSF

The R-square value of 0.925 suggests that approximately 92.5% of the variance in the dependent variable market performance (MP) is explained by the predictors customers focus and training (CSF and TRG).

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	219.576	2	109.788	606.140	.000 ^b
	Residual	17.750	98	.181		
	Total	237.327	100			

a. Dependent Variable: MP

b. Predictors: (Constant), TRG, CSF

The regression analysis results indicate that the model is statistically significant (F = 606.140, p < 0.05).

Coefficients^a

Model		Unstandardized Coefficients		Standardized	T	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	-.552	.121		-4.578	.000
	CSF	.346	.066	.255	5.227	.000
	TRG	.844	.055	.741	15.214	.000

a. Dependent Variable: MP

The coefficients for the predictors are significant ($p < 0.05$). Specifically, customer focus has a positive and standardized coefficient (Beta) of 0.255, implying that a one-unit increase in customer focus is associated with a 0.255 standard deviation increase in the dependent variable. Based on this result, the null hypothesis indicating that customer focus has no significant relationship with the performance of selected fast food businesses in Auchi is rejected. This result is in tandem with the findings of Joiner (2007); Yusufu et al. (2019).

Similarly, training has a positive and larger standardized coefficient (Beta) of 0.741, indicating a more substantial impact on the dependent variable. The result indicates that the null hypothesis which states that training has no significant relationship with the performance of selected fast food businesses in Auchi is rejected. This result is in consonance with the findings of Jonah et al (2018). The constant term is statistically significant ($p < 0.05$), and its negative value (-0.552) suggests that when customer focus and training are zero, the estimated mean of the dependent variable (market performance) is -0.552. In summary, the model, consisting of the predictors customer focus and training, significantly explains the variance in the dependent variable market performance, with both predictors making a substantial contribution, especially training, which has a higher impact.

CONCLUSION AND RECOMMENDATIONS

From the result of the findings, it can be concluded that total quality management (TQM) has positive and significant effect on the performance of fast-food businesses in Auchi, Edo State, Nigeria. The results underscore the significance of customer focus and training in explaining variations in market performance. Organizations that prioritize customer-centric approaches and invest in employee training are likely to experience positive outcomes in terms of market performance. The findings provide actionable insights for businesses to strategically align their efforts toward enhancing customer relationships and fostering employee development, ultimately contributing to improved market performance.

Sequel to this submission, the following recommendations are made:

- (i) Given the positive impact of customer focus on market performance, organizations should prioritize and enhance strategies aimed at understanding and meeting customer needs. This may involve regular customer feedback mechanisms, personalized services, and continuous improvement based on customer preferences.
- (ii) Recognizing the substantial impact of training on market performance, businesses should invest in comprehensive training programs for their employees. This includes both product-

specific training and skill development initiatives to enhance the overall competence and performance of the workforce.

References

- Abibola, B.O., Ekpudu, J.E. & Kuye, O.I. (2021). Contributions and theoretical approach to total quality management (TQM). *UNILAG Journal of Business*, 17(2), 82 – 98.
- Adam, F.E., Flores, B.E. & Macias, A. (2001). Quality improvement practices and the effect on manufacturing firm performance: evidence from Mexico and the USA, *International Journal of Quality' and Reliability Management* 1 6(8,)
- Alghamdi, H.(2016). Towards better understanding of total quality management (TQM).*Journal of Business and Economics Policy*, 3(4),29-37.
- Al-Ibrahim, A. (2014). Quality management and its role in improving service quality in public sector. *Journal of Business and Management Sciences* 2(6) 123 – 147.
- Anderson, M. & Sohal, A. S. (1999). A study of the relationship between quality management practices and performance in small businesses, *International Journal of Quality and Reliab 11th Management*, 16(9), 859-877.
- Baidoun , S. & Zairi, M. (2003). A proposed model of Total quality management (TQM) implementation in the Palestinian context. *Journal of Business Excellence*, 1(4),1193- 1211.
- Deming, E.W. (1986) *Out of crisis*, Cambridge, MA: MIT Center for Advanced Engineering.
- Edokplolor, J.E. & Owenvbiugie, R.O. (2017). Business education in Nigeria: Issues, challenges and way forward for national development. *Journal of Collaborative Research and Development (JCRD)*, 5(1), 1-25.
- Eng, E.Q. & Yusof. S.M. (2003) A survey of TQM practices in the Malaysian electrical and electronic industry. *Total Qualm Management*, 14(1), 63-77.
- Guilhon, A.J. Martin, A. & Weill, M. (1998). "Quality approaches in small or medium-sized enterprises: Methodology and Survey Results.", *Total Quality Management*, 9(8), 689-701.
- Helisten, U. & Klefsjö. B. (2000). TQM as a management system consisting of values, techniques and tools. *The TQM Magazine*, 12(4), 238-244.
- Issac, G., Rajendran, C. & Anantharaman, R.N. (2004) A conceptual framework for total quality management in software organizations, *Total Qualiti. Management*, 15(3), 307-344.
- Joiner, T.A. (2007). Total quality management and performance: The role of organization support and co-worker support. *International Journal of Quality and Reliability Management*, 617 – 627.
- Jimoh, R., Oyewole, L., Isa, R., & Waziri, I. (2018). Total quality management practices and organizational performance: The mediating roles of strategies for continuous improvement. *International Journal of Construction Management* , 18(1), 254., 162-177.
- Jonah, N., Ornguga, I. G., & Torsen, E. (2018). The effect of total quality management (TQM) on the organizational growth of Adama beverages: A marketing mix perspective. *International Journal of Science and Research (IJSR)*, ISSN(Online): 2319-7064. www.ijsr.net. Index Copernicus Value (2016): 79.57 | Impact Factor (2017): 7.296.
- Kaldenberg, O. O. & Gobeli, D. H. (1995). Total quality management practices and business outcomes: evidence from dental practices".*Journal of Small Business Management*, 33(7), 21-33.

- Kim, D.Y., Kumar, V. & Kumar, U. (2012). Relationship between quality management practices and innovation". *Journal of Operations Management*, 30(4), 295-315.
- Kotler, P. & Keller, K. (2021). *Marketing management*, global edition, (16thed.;) New York: Pearson Education Inc.
- Kuei, C.; Madu, C. N. & Liri, C. (2001). The relationship between supply chain quality management practices and organizational performance, *International Journal of Quality & Reliability Management*, 16(8), 864-872.
- Macinati, M.S. (2008). "The relationship between quality management systems and organisational performance in the Italian National Health Service". *Health Policy*, 85(2), 228-241.
- Marie, C.H. & Venerande, M. (2021). Ensuring total quality management in Urban housing promotion fund (FPHU) in Bunidi: *Modern Economy*, 12(12) 13 – 20.
- Moreno-Luzon, M. D. (1993), "Can total quality management make small firms competitive?", *Total Quality Management*, 4(2). 165-181
- National Institute of Standards and Technology (1995). Malcolm Baldrige National Quality Award: 1995 Award Criteria, US Department of Commerce, Technology, Administration, National Standards and Technology, Milwaukee, Gaithersburg, MD.
- National Institute of Standards and Technology (1995). The Malcolm Baldrige National, Quality Award: 1995 Award Criteria. United States Department of Commerce, Technology Administration, National Standards and Technology, Milwaukee, Gaithersburg, MD.
- Nova, D.A. Sabah, S.A. & Azril. (2015). The Impact of total quality management on organizational performance. *European Journal of Business and management*, 7(36), 119-127.
- Olutunla. G. T. & Obamuyi. T. M. (2008). An empirical analysis of factors associated with the profitability of Small and Medium Enterprises in Nigeria. *African Journal of Business Management*, 2(10). 195-209.
- Phan, A.C. Abdullah, A.B & Matsui, Y. (2011). Quality management practices and competitive performance. Empirical evidence from Japanese manufacturing companies. *International Journal of production Economics*, 13(3), 518-529.
- Powell, T.C. (1995). Total quality management as competitive advantage: A review and empirical study. *Strategic management Journal*, 16(1), 15-37.
- Rajan, M.W., Bolda, M.A & Malik, S.A (2021). Evaluating the effect of total quality management practice on Business performance: A study of marketing firms in Pakistan. *International Journal of Business and social sciences*, 2(9), 10-16.
- Salman, M. (2022). Total quality management in private and public sector in Bahrain: A exploratory study. *Journal of Service and Management*, 15(4) 18 – 24.
- Samson, D. & Terziovski, M. (1999). "The Relationship Between Total Quality Management Practices and Operational Performances". *Journal of Operations Management*, 17(4), 393-409.
- Sousa, R. & Voss, C.A. (2002). Quality management re-visited: A reflective review and agenda for future research, *Journal of Operations Management*, 20, 91 -109
- Sun, H. (2001). Comparing Quality Management practices in the manufacturing and service industries. *Learning opportunities. QMJ*, 8 (2) 53-71.
- Walley, K. (2000). "TQM in Non-Manufacturing (Small And Medium Enterprises): Evidence From the UK Farming Sector". *International small Business Journal*, 18(4), 46-61.
- Wilson, D.D. & Collier, D.A. (2000). "An empirical investigation of the Malcolm Baldrige National Quality Award causal model". *Decision Sciences*, 31(2), 361-390.
- Yusufu, O. S., Otajele, A. A., & Suleiman, O. (2019). Effect of total quality management on organizational performance of west African ceramic company, Ajaokuta, Kogi State, Nigeria. *Advances in Management*, 18(1), 239.