THE IMPACT OF TOTAL QUALITY MANAGEMENT ON ORGANIZATIONAL PRODUCTIVITY.
(A CASE STUDY OF NIGERIA BOTTLING COMPANY PLC)

BY

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DECLERATION

I hereby declare that this project has been written by me and is a record of my research work. It has not been presented in any previous application for Master of

Business Administration and Management. All quotations are indicated and sources of information specifically by means of bibliography.

…….. **…….**

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CERTIFICATION

This is to certify that this has been read, approved, and meets the regulation governing the award of Master of Business Administration And Management in Nasarawa State University for its contribution to knowledge and literacy presentation.

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DEDICATION

s wont is dedicated to Almighty God who helped me throughout my years of study in the university.

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My sincere and profound gratitude goes to Almighty God the creator of heaven and earth for sparing my live and seeing me through this academic period.

My appreciation goes to my able supervisor Dr. Thrahim Ohido, foe his support and tolerance throughout the project work. I also want to acknowledge all my lecturers to the department for all the knowledge they impacted me.

I wish to acknowledge my supportive parent/guardians and loving siblings who gave me their total support, encouragement and prayers towards my academic pursuit, may God bless them richly and grant them their heart desires.

My thanks also go to my friends and well-wishers for their contribution one major the other.

ABSTRACT

This study is an attempt to examine the Impact of Total Quality Management (TQM) on organizational productivity, A Case Study of Nigeria Bottling Company Plc. The research further focuses on the approach adopted by organizations that has implemented the concept and the rote of success achieved. These is a proof that effective TQM implementation can improve their competitive abilities and provide strategic advantages in the market place. The effects of not participating in TQM implementation by all management levels, challenges disrupting the TQM implement in an organization and failure to organize frequent employee training hove been a big problem. This research work tries to ascertain the impact of TQM implementation in the organization, level of management involvement, challenges

disrupting the implementation, impact of employee training and TQM principles application to goal attainment. It is through the questionnaire method and oral interview that data ore collected from aforementioned organization. References were mode to journals, related books, Internet and magazines when writing this project. The aforementioned organization agreed that TQM hove impact in organizational productivity; It is not all management levels in Nigeria Battlinij Company contribute in TQM implementation. The failure to organize frequent employee training have been a major setbacks to their organization, while same management challenges disrupt TQM implementation in the organization. They should engage in frequent employee training in order to increase the level of individual and organizational competence. All management levels should join hands in TQM implementation so that productivity will be increased.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Total Quality management (TQM) being one of the prominent Management techniques, has emerged as a prime engine and a pre-requisite factor for any successful organization operating in today's highly competitive business environment. As such, organizations especially in the developing countries realize its importance and relevance in the constant crave to compete in the global market.

The organizations in the developing countries that are problem in terms of competition in the market are also adopting the concepts techniques of TQM in their various business strategies.

Interestingly, businesses in Nigeria are beginning to realize this importance d adopting the concepts of TQM to achieve excellence and effectiveness their products and services, manufacturing companies for example, are the lead in adopting and implementing the contemporary TQM to optimum advantage.

Important developments, expansions and changes in recent years brought tee adoption of TQM concepts in management process that focus on rating the idea of customer-driven quality throughout an organization

TQM is an improved method to the conventional way of business management. It takes its lead from the concept of quality to bring ice. It is a proven technique that guarantees survival in world-class Jon. Only by changing the actions of management will the actions of organization be transformed.

In analyzing the word total Quality Management, we have:

Total: Made up of the whole

Quality: Degree of excellence a product or service provides

Management: Acts, arts, or manner of handling, controlling, directing, etc

Total Quality Management can therefore be said to be the art of managing the whole to achieve excellence. It is the process we use to manage our business. It is based on integrating quality principles into everything we do it has the power to direct change and process our efforts and ensure that we meet the need of our customers, employees, stockholders and communities at large. It implies an organization obsession with meeting customers, stockholders and, communities, etc expectations, to the point y are delighted. Thus, the philosophy underlying the implementation of a TQM organizational success. It means organizations with TQ, concepts their business (i.e. corporate performance and productivity) through the yes of their productivity against customers /clients expectations. Such organization will serve the clients best by providing quality goods and services. The predominant notion of such organization is not how to make profit, but to give quality service to the client's best by providing quality and services. The predominant notion of such organization is not how make initial profit, but to give quality service to the clients. It is therefore able and plausible to say that TQM is both a set of guiding principles philosophy that represent the foundation of a continuously improving organizations. And that it ¡s the application of quantitative method and human sources to improve the processes within an organization and exceed customers' needs now and in future. TQM integrates fundamental management techniques, existing improvement efforts and technical tools under a disciplined approached.

It should, however, be borne in mind that implementing TQM concepts and techniques require substantial measurement and considerable survey and research. In other words, it implies that to improve quality, organization must regularly carry out research or survey to evaluate corporate performance. Performance in this dimension refers to the primary operating characteristics of the products and services, and they are usually measurable. Rao, et.al (1996), Performance based theory states that; as performance improves, customers/clients satisfaction increases, it involves routinely asking customers to rate the company against its major competitors, measuring employees' attitudes and measuring the company's performance against set standards. TQM uses a lot of business research Thus outside and internal business researches are both important parts of TQM strategy.

As Zikmund (1994) also noted, TQM strategy requires considerable survey research, it expresses the conviction that in order to improve quality, the organization must regularly conduct surveys to evaluate quality improvement in recent years, some Nigerian companies have struggled to close the quality gap. Many have started their own TQM program in an effort to compete and a growing number of them have appointed TQM managers. Aluko, et.al (1994) in their' book, "Business Policy and Strategy" highlighted the following considerations companies recognized for quality improvement as follows;

- That quality is in the eyes of the customers. Quality must begin with customer needs and end with customer perceptions.

- That quality must be reflected not just in the company's product and services or idea, but in every aspect of the company's activity

- That quality requires total organizational staff commitment. Quality can only be delivered by companies in which all staff are committed to quality, motivated and trained. They further opined that successful

companies remove the demarcation between department s to enable staff work as a team to carry out major business processes and create desired result to satisfy both internal and external customers.

- That quality can always be improved. The best companies believe in the concept of continuous improvement for everything by everyone in the ion. It may be said that the best way to improve quality is to company's performance against the best competitors or the performer in other industries striving to equal or even surpass them.
- That quality is necessary but may not be sufficient. Improving a company is absolutely necessary to meet the needs of customers/clients. Also higher quality may not ensure a winning advantage especially as all competitors increase their quality standard to more or less levels.
- That quality can be achieved in an organisation by involving all members of staff in the affairs of the organisation.

The over-reaching purpose of the above points is for companies to embark on TQM programmes in order to be more competitive. Consequently, it has long been recognized that creativity and innovation are necessary for bringing forth the change required to obtain improved performance and competitive advantage. Carr and Johansson (1995) noted that the transformation of those and alternatives into useful applications lead to change and improvement.

Unfortunately, there are some obstacles associated with implementation of For example, many organizations, especially the small ones with a niche, to be comfortable with their current state, especially in developing countries like ours where management principles are rarely practiced. They to be satisfied with the amount of work being performed, profit realized, the perception that the customers are satisfied. Organizations with this see little need for TQM until they begin to lose market shares

Once an organization embarks on TQM, there will be a resistance to change. al (1996) remarked that when we are accustomed to doing things in a way, our mind became closed to other possibilities and TQM is as just another gimmick that is deemed to fail. And that managers, diminished authority and responsibility also time spent on daily business TQM implementation. However, though it is difficult for individuals to their ways of doing things, and more difficult for an organization to make a cultural change, considerable amount of training is necessary to overcome these obstacles and also improvement in the lines of communication. Finally, TQM practice is gaining momentum because the forces of competition around quality have been set in motion. First in the international arena and increasing in the domestic arena where organizations risk losing out to competitors if they cannot match the rapidly increasing level of quality and productivity in a sustainable way.

The reason for the content of the ongoing research work is because of the positive important role of TQM in enhancing corporate performance and productivity in organizations towards development of any nation. Experience shown that improved quality in any organization provides the brightest hope generating sustained customer/clients growth in business competition.

Consequently, one of the most critical development issues in most organization twelve round the need to design and implement concepts, principles and strategies for improving their performance as well as their competitiveness in the market. have witnessed rapid development of some concepts and principles ng this line. The history of quality control is undoubtedly as old as industry ring the Middle Ages, quality was to a large extent controlled by the long period of training and development required by guilds. This training instilled in workers for quality of a product. When the concept of specialization was introduced during the Industrial Revolution, workers found that they no longer made the entire product only a portion and this change brought about a decline

workmanship because most products manufactured during the period were complicated. But as products became more complicated and jobs more specialized, it became necessary to inspect products after manufacturing.

In 1924, Schetwart of Bell Telephone Laboratories developed a statistical chart for control of product variables and this was considered to be the beginning of statistically quality control. Later in the same decade, HF. Dodge and H.G. Roming, both of Bell Telephone Laboratories, developed the area of acceptance sampling a substitute for 100% inspection. In 1946, the American Society for Quality control was formed. This organization through its publications, conferences and training sessions prompted the use of quality control for all types of productions and services.

In 1950, Edwards Deming, who learned statistical control from Schewhart, gave series of lectures on statistical methods to Japanese Engineers and on quality responsibility to chief Executive Officers of the largest organizations in Also, Joseph Juran made his first trip to Japan in1954 and further Emphasized management's responsibility to achieve quality. Using these concepts the Japanese set the quality standards for the rest of the world to follow. This resulted in the formation of the first quality control circle in Japan by 30 for the purpose of quality improvement using simple statistical techniques.

By late 1970s and early 1980s, U.S. managers were making frequent trips to Japan to learn about the Japanese miracle. And by the middle of 1980 the concept of TQM was being publicized.

Today, TQM has evolved beyond its root in statistics and quality control function as many observes now consider it to be a framework for 'excellent management". The reason for this is simply because at present encompasses all functions of company's value-chain from product/service design through

Purchasing and product into distribution and market and after-sale service. It involve all levels of work force, both management and labour. Present organizations agree that focusing on the process and ensuring that what in control is an efficient and effective approach to producing quality. in the main research, the chosen problem will be clearly discussed

This involves tracing the trend that led to the problem, the philosophy, goals and specific objectives for the development of TQM.

STATEMENT OF THE PROBLEM

This research is carried out with the main aim of evaluating the application of TQM on corporate performance and Productivity in the Nigerian Manufacturing Industry with specific reference to.

Characteristically TQM is maintaining an environment in which all employees are empowered to participate as a team in determining, assuring, measuring and Improving the quality of an organization it includes the use of facts and date to implement TQM Philosophy with the overall aim of increasing customers and clients' satisfaction and Profitability. Hence, the need for quality to be defined by the organize concerned as this may vary from one organization to another depending on the mission, policy, and other elements that guide the organization in the realization of its goals. Thus the basic Philosophy of TQM (tools, techniques, and concepts will be examined in detail arid their interplay in having total quality. Upon examination of these problems, suggestions and recommendations will be made based on result of findings emerging from tested hypotheses. .

OBJECTIVES OF THE STUDY

Organization today have no choice but to adapt to TQM if they are to stay in the race (competition) let alone to be profitable This is because quality is in the eyes

of the customers/clients as recent studies shows that the TQM has Positive benefits.

The objectives of the study will therefore include:

RESEARCH QUESTIONS

1. Identifying the principles, concepts, techniques and tools, of TQM in organizations.
2. Examining the effectiveness of various approaches of TQM (principles and concepts etc.) in managing organizations.
3. Evaluate the impact of TQM on Corporate Performance and productivity in the Nigerian Bottling Company Industry.
4. Identify and review common impediments influencing implementation of TQM in organizations in Nigeria.
5. Analyse awareness of involvement among organizations in other sectors and make recommendations on how best to implement TQM to enhance Corporate Performance and increase productivity.

RESEARCH QUESTIONS

Although the study is very broad and contains many variables; the research

would proffer solutions to the following research questions in all , Specifically, the following research questions will be

1. How does TQM offer better ways for conducting businesses?
2. To what extent does TQM result in higher production quality, customers/clients' satisfaction?
3. To what extent does application of TQM bring about transformation and reformation in management of an organization?
4. To what extent does it improve organizational performance?

5. How do TQM enable organizations develop and maintain competitive edge?

RESEARCH HYPOTHESIS

The following formulated hypotheses would be tested in ordér to help provide answers to the research questions.

HYPOTHESIS ONE

H0: There is no significant relationship between Application of Total Quality Management and improved organizationa' performance and productivity.

H1: There is significant relationship between Application of Total Quality Management and improved organizational performance and productivity

HYPOTHESIS TWO

1. There is no significant relationship between Application of Total Quality Management and enhanced customer satisfaction.
2. There is significant relationship between Application of Total Quality and enhanced customer satisfaction.

SIGNIIFCNCE OF THE STUDY

The significance of this study stems from the impact and importance of application of TQM on organizational performance and productivity since most organizations in Nigeria are being limited as a result of several factors such as problems in the development of management techniques and skills from the reservoir of potentials and existing materials that would aid organizational.

This research becomes very significant as proper and adequate applications of sound management techniques will likely yield high corporate performance and productivity. The research will therefore reveal at a glance most information

about TQM, its principles, techniques, and concepts and also provide some useful information to prospective organization, individuals, bodies, agencies, researchers, students, etc that would like to implement it or make further research.

It is also hoped that this research will stimulate organizations to re-examine their management policies and techniques by embracing TQM towards improving corporate performance and productivity.

1.8 LIMITATIONS OF THE STUDY

To undertake a quality research in Nigeria is usually a herculean task. And this is no exemption. This research encountered the following constraints.

Time: time was major constraint in carrying out this research, as the researcher had limited time frame to complete the research which certainly will affect the comprehensiveness and quality of the study. Also, the very busy schedule of respondents was also a constraint as only a handful were able to squeeze out time from there very busy schedule, to respond to personal questions.

Respondents Attitude: It took the researcher repeated visit s and several calls to be able to elicit the few responses recorded in this research. More worrisome is the attitudes of the respondents regarding information sought as too confidential and were unwilling to release them.

Finance: The economic situation in Nigeria is too obvious to be given much attention here, suffice it to say that the study was also affected by the financial being experienced by most Nigerians including the researcher, the cost of transport, photocopies and sourcing of all relevant materials was a constraints

The above limitations rather than being impediments to effective study became as challenge, which motivated the researcher to put in his best that resulted in what this study, turned to be.

DEFINITION OF TERMS

All terms used in this study will be defined.

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CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The world economy has undergone rapid changes during the past two decades with the advent of global competition to an extent that almost every company (large or small) is touch by it in some ways. As creativity and innovation are necessary for bringing forth the change required to obtain competitive advantage, quality is the most effective factor a company can use in the battle for customers/clients To be competitive, the customers must be satisfied and to satisfy customers we must focus on quality. Total Quality Management (TQM) provides the philosophy and driving force for designing quality in order to delight the customers by focusing on best value of a company's products or services. The above summation agreed with Zikmund (1994), who opined that Total Quality Management is a business philosophy that embodies the belief that management process must focus on integrating the idea of Customer — drives quality throughout an organization.

It is in line with the above that this chapter will discuss:

- An overview of Total Quality Management.
- Basic principles and concepts of Total Quality Management
- Tools and techniques of Total Quality Management
- Total Quality Management as a business strategy and implementation
- Review and evaluation of TQM on corporate performance and productivity

This is however to ensure that management, scholars, researchers and others fully grasp TQM principles, tools, techniques and methodology as a way of contributing to quality improvement process and enhancing corporate

performance and productivity. Therefore, the objective of Total Quality Management practice is to improve the corporate performance of organization.

OVERVIEW OF THE CONCEPT OF TOTAL QUALITY MANAGEMENT

Total Quality Management is an American perception of managing quality. Since TQM deals with quality, ¡t seems evident that the first step towards understanding the meaning of the phrase would require an understanding of the "quality" The word which means different things to different people is to describe goods and services. Although, Quality as a concept is but in general, it can be defined as a measure of the degree to particular product satisfies customers' expectations with respect to tangible and intangible features of the product. However, Robert Kotler view a product's quality as the ability to perform its functions. It includes the product's overall durability, reliability, precision, ease of operation and other valued attributes. Although some of these attributes can be objectively from marketing point of view, but quality should be measured in terms of buyers' perception.

Sullivan (1986), showed evidence on this issue when he defined seven stages in Japan in order of increasing level of quality to include: product oriented process oriented, systems oriented, humanistic, society, cost oriented, quality function deployment (QFD). Deming (1986), saw quality as aiming needs of the customers (present and future). Juran sees quality as fitness purpose, while Crosby (1979), saw quality primarily as conformance to requirements

Rao, et.al (1996) also approaches the scope on quality when they cited Garvin (1988) as the first to categorize the numerous definitions on quality existing in the literature in an effort to create a common understanding. Five approaches were identified to defining quality: the transcendent, product-based, user-based manufacturing-based, and value-based approach.

a) The transcendent approach is typified by Barbara Tuchman's (1980), definition: "a condition of excellence implying fine quality as distinct from poor quality. Quality is achieving or reaching for the highest standard as against being satisfied with the Sloppy or fraudulent." Examples of fine quality that meet this definition are present in fine arts and literature. However, these items may not represent quality to everyone and its lack of objectivity also create problem for companies in business environment Who are striving for quality.
b) The product-based approach identifies features or attributes that can be measured to indicate higher quality. This approach provides objective measures of quality compared to the first
c) The user-based approach determines the quality of the goods. The product or service that best satisfies the user is the higher quality product. This approach equates customer's satisfaction with quality.
d) The manufacturing-based approach was described by Crosby (1979), as conformance to requirements.
e) The value-based approach introduces the element of price. Broh (1962), provided one expression of this approach: "Quality is the degree of excellence at an acceptable price and control of variability at an acceptable cost."

Unfortunately, like as said earlier, most of these definitions are subjective. Although the manufacturing-base and product-based approaches are objective, quality has to be defined by the organization concerned. Having come to term that quality is a necessary pre-requisite for any company operating in today's highly competitive business environment, it is therefore implied that as quality varies from one company to another, it also dependent on their mission, policy, and other elements that guide the company in the realisation of its corporate It is therefore a common knowledge that in the manufacturing sector, torn product

and service is a compelling competitive differentiators, service business; quality is everything-essentially, it is the product.

From an institutional point of view, Total Quality Management is maintaining an environment in which all employees are empowered to participate as a team in determining, measuring, and improving quality of a company. It includes the use data to implement a management philosophy with the overall aim of increasing customers' satisfaction, profitability, and job satisfaction.

It is from this perspective that Akpeiyi (1995), defined TQM as "a business for ensuring that organization delivers quality goods and services to external and internal customers so that the organization can continuously remain in a profitably rewarding business".

Besterfields, et.al (1995) on the other hand, defines TQM as "both a Philosophy and a set of guiding principles that represent the foundation of a Continuously improving Organization."

According to Arene (1995), TQM stands for Customer satisfaction at the lowest cost involving all the people in the organization She further Stated that the key elements of TQM (Customer satisfaction, low cost, people involvement and empowerment) call for a total cultural change in leadership management style, values for effectiveness and deficiency. Quality according to her stands for the highest standards and the best of the best.

Speaking in the same vein, Juran (1995) said that following World War Il, the Japanese embarked on a course of reaching national goals by trade rather by military means. And that the major manufacturers who had been involved in military production were faced with converting to civilian but a major obstacle to selling their products in the international was a national reputation for shoddy goods created by export of poor prior to world war II. He then went on to say

that to solve this Japanese undertook to learn how other countries achieve high quality. To this end, the Japanese carried out in-depth research and study from devised some unprecedented strategies for creating a revolutionary Japanese experience confirms the fact that giving the growing in world, a competition which not only put one country against ultimately one race against another it is only those organizations or countries and races that can compete on the quality of their products and will survive.

Carlos Cordon (1996) Postulated that a fundamental basis of TQM is a culture improvement. He pointed out that workers are the experts because they have the detailed knowledge of how the work is done and they are the best to improve the process. Cordon further noted that while top management should endorse and initiate the change, it is at the bottom of the organization that the responsibility for improving process lays. Under this philosophy, work is done ¡n teams. These teams are responsible for the individual operations and also improving the process. He argued further that the role of the supervisors and managers changes in which they become the team coaches, making sure that the team has the resources needed to fulfil their mission. Cordon maintained that to implement this TQM cultural change, a company should train its workers to equip them with tools for process improvement and typically, such training includes techniques about effective work problem solving, process analysis, project management, statistical once trained in the use of these tools, the teams generate ideas for improvement and thereby implement the ideas. With this spirit, mistakes are considered as opportunities for improvement and the objective to obtain improvement is a continuous process.

lyayi (1994), instructively noted that TQM is both a routine and philosophy of excellence in an organizational means for providing products and that have good qualities to a high degree." According to him, as a route to excellence, TQM is a conscious, formalized and systematic process of achieving a

sustaining improvement in the quality of all activities, structures and processes for the purpose of satisfying the organization's customers which in turn improves the overall performance of the organization.

Miller (1994), also did an exploration on TQM and found out that only those companies that apply the techniques of TQM can survive the competition in Such companies according to Miller, will increase greatly in competitiveness and performance due to the effect of TQM.

From the foregoing definitions, TQM can be described as the most important management methodology available today to achieve and maintain a competitive edge against worldwide competition, it can be tailored for a particular environment and there are many ways for implementation, which will be discussed later. Due to high and growing tension, which leads to feelings of blame, mistrust, lack of common vision of the future, coupled with low morale, many organizations are gradually turning to TQM.

It is therefore essential at this point to identify the leading sages in TQM in order to understand its principles and concepts to be discussed later.

THE DEMING PHILOSOPHY:

Dr. W Edwards Deming was the first American to introduce quality principles to the Japanese on a large scale. He is credited with providing the foundation of the Japanese quality and resurgence as an economic power. Over the years Deming condensed his philosophy into 14 points, which became action top management to adopt. He also outlines seven deadly diseases prevent the successful introduction of TQM. Below are the 14 points a theory for management for improvement of quality, and competitive position:

- Create constancy of purpose toward improvement of product and Service
- Learn the new philosophy

- Cease dependence on inspection of the product to achieve quality. But require statistical evidence of process control along with incoming critical parts.
- Buy materials only if the supplier has a quality process. End the practice of awarding business on the basis of the price tag alone.
- Use statistical methods to find troubleshoots and constantly improve the system.
- Institute modern aids to training on the job
- Institute modern methods of supervision.
- Drive out fear
- Break down barriers between departments
- Eliminate numeral goals
- Review work standards to account for quality
- Remove barriers that rob people of their pride of workmanship
- Institute a vigorous program for training people in new skills
- Create a structure in top management that will push the above 13 points every day. ..

2.2.2 JURAN'S PHILOSOPHY OF TQM

Juran is regarded as one of the prime architects of the quality revolution in Japan. After graduating as an engineer, ¡n 1924 he joined the Western Electric Hawthorne Works where he was assigned to the inspection function. In 1951 he published the Quality Control Handbook, which later became a seminal work in the area. He arrived in Japan four years after Deming. He founded the Juran Institute in 1979. Juran expresses his approach to quality in the form of the

Quality Trilogy. Managing for quality, he stated, involved three basic processes:

- Quality planning.
- Quality control
- Quality improvement

2.2.3 CROSBY'S PHILOSOPHY OF TOM

In 1965 Crosby joined ITT as a corporate Vice president of quality, the first one in the United States In 1979 he launched a Consulting practice focused on quality. Crosby described quality as "free" and argued that Zero defects were a desirable and achievable goal. He defined quality as conformance to requireme5 Accordingly, a Pinto meeting the requirement for a Pinto was a quality product just as much as was a Cadillac Conforming to Cadillac requires recognizing that improving quality by increasing the level of inspection Would raise costs, he insisted that the Way to achieve zero defects was to improve prevention techniques.

Conformance costs include appraisal and prevention costs the traditional view, as expressed by Juran, is that the cost of appraisal must increase if is to increase. Crosby's contribution was that, by improving prevention the cost would decline since the entire quality appraisal trade-off move in the direction shown.

He articulated his view of quality as the four absolutes of quality management:

- Quality means Conformance to requirement needed to clearly specified so that everyone knew what Was expected of them

- Quality comes from prevention And prevention Was a result of training, discipline example, leadership, and more.

- Quality performance standard is zero defects. Errors should not be Quality measurement is the price of nonconformance. order to improve quality, Crosby proposed a 14-point program:

  Demonstrate management commitment by being convinced that quality improvement is needed and subscribing to a written quality policy. This policy should specify clearly that each person be expected to perform exactly as specified or cause the specifications to be changes to match the needs of the company or the customer.

- Form quality improvement teams. These should be cross -functional and department heads to oversee the quality improvement process of department heads should be responsible for promoting through the entire company.

- Establish measurements for quality in all activities. Although many of measures could be error rates, he also included some others. As examples, he suggested that accounting could use the percentage of reports; plant engineering could use time lost because of equipment the cost of quality and use it to identify where quality improvements could be profitably made.

- The awareness of quality through the organization. Get employees involved by making them aware of costs.

- Take corrective action to improve quality ¡n areas identified in the previous steps.

- Plan for zero defects. Using members of the quality improvement team, plan a zero defects program that fits the company and its culture. Train all employees to carry out their part of the quality improvement program.

- Hold a Zero Defects Day to signal to all employees that the company has established a new performance standard.

- Encourage people to set goals for themselves and their groups. These goals should be specific and measurable, and progress should be measured against them.

- Remove obstacles that prevent employees from achieving these goals encouraging them to report these obstacles to management

- Provide recognition for those who participate. This should be public and non-financial

- Establish quality councils consisting of team chairpersons and quality professionals. They should meet regularly, share experiences, and it all over again to stress that quality improvement is a continuous

2.2.4 FEIGENBAUM'S PHILOSOPHY OF TQM

Armand Feigenbaum joined General Electric ¡n Schenectady, New York, in 1944. While working on the jet engines he found that statistical techniques helped him improve their performance, and, as a result, GE put him in charge of its quality programs. Later, at MIT he developed the concepts of Total Quality Control. In 1968 he founded his own consulting company, General Systems. Throughout his career he promoted the concept of Total Quality Control.

Feigenbaum defines total quality as an excellence-driven rather than a defect driven concept, In his view quality is defined by the customer, and in this similar to Juran. He also feels that the quality philosophy extends beyond the floor to include all of the functions in an organisation. This is similar to Cosby's view of a broader scope for TQM. In order to persuade to adopt a quality strategy, he also used the Cost-of Quality.

PHILOSOPHY OF TQM

Kaoru graduated from the University of Tokyo in 1939 with a degree in Applied Chemistry. His life was totally committed to the promotion of Total Quality through Japan. Ishikawa believed that all divisions and all employees in organization should be involved in studying and promoting quality control by learning seven statistical tools. He created one of these tools, the cause-and diagram, which is also known as the Ishikawa diagram. Ishikawa's concept was that of the customer as primary in defining quality. He the customer as the next person in the line, the person who gets your or anybody who relies on you.

TAGUCHI'S PHILOSOPHY OF TQM

Genichi Taguchi formerly an employee of Nippon Telephone and Telegraph has had significant influence on the quality movement in Japan. His prime focus was in making statistics practical. For this endeavour he won the Deming Prize in 1960, and since then he has won the prize again on three separate occasions. His ideas are promoted in the United States through the American Supplier Institute. Taguchi viewed quality as an issue for the entire company and focused on the use of statistical methods to improve quality, particularly in the area of product design. Two of his concepts are particularly significant:

The Loss function

Characteristics and "noise"

Although Deming, Juran and Crosby are the most well-known TQM gurus in the

United States, it could be argued that Feignenbaum, Ishikama, Taguchi have as influential as they in defining the scope of TQM. In broad terms, they all agree with each other. Accordingly, they all agreed that TQM seeks to prove productivity, and it does so by focusing on satisfying the customer and involving employees in the process. TQM they further agreed has the practical goal of improving the bottom line and at the same time raising employee morale.

BASIC PRINCIPLES AND CONCEPTS OF TOTAL QUALITY MANAGEMENT

With such strong evidence that TQM integrates fundamental management techniques, existing improvement efforts, and technical tools under a disciplined

approach, it is there important to highlight some of its underlying basic principles and concepts.

The principles of TQM are a set of commonsense beliefs that determine the individual's action in everyday life — not just at work. According to Colin Burns,

(1995) experience has shown over and over again that for TQM culture to be entrenched in any organization, the individual in that organization must undergo personal change. This is because the ability of an organization to imbibe in TQM culture is considerably enhanced when the individuals within such organizations first believe in and apply with passion the principles of TQM in lives and interactions with people. He further maintained that the

innovative principles that have been known to transform the individual "inside and provide the glue for holding together the entire TQM process include:

- Personal vision
- Personal leadership
- Personal management
- Inter-personal leadership
- Emphatic communication
- Creative co-operation
- Balanced self-renewal

He opined further that without observing and applying the above principles of good management in our individual lives, methods and techniques of TQM would rarely produce good quality products and services. The bottom line according to him is that quality and excellence can only be built on a foundation of sound management principles.

Aluko et.al (1997) states that each TQM is a unique initiative that acts as a work for morality in business. According to them, TQM consider the of those directly involved, both inside and outside the organization. It is coincidence therefore that successful TQM models all tends to embody concepts of integrity, honesty, commitment, participation and ownership. Indeed, they value and respect the contributions from each individual as the driving force within TQM organization. Although the principles of TQM may differ from one authority to another, they were able to summarize sixteen principles of TQM that should guide management as given by Choppins (1995) to include the following:

Highest priority: Total quality must overtly be the highest priority of the organization I company /individual.

Quality definition: meeting/satisfying — Any definition of quality must include /conforming to agreed/negotiated customer needs I requirements/wants/expectations.

Customer definition: / — The concept of customers include investors/employees stakeholders/suppliers/ the community and even interpersonal relationship.

Customer's satisfaction: Long-term satisfaction of customer needs will be aimed of any total quality organization.

Aim: A total organization will have a clearly stated, widely understood and generally accepted direction/aim

Communication: The total quality organization will be communicated openly and clearly its principles/ beliefs/ values/ mission statement/ policy for quality.

Ethos: Total quality management embodies the value/ beliefs/ ethos of the organization and thus quality is intrinsic to every activity. Decision and action

The highest levels of integrity, honesty, trust and openness is essential ingredients of total

Health and Safety Health, safety and environmental issues have a high priority within a total quality organization since the welfare of all investors / employees / suppliers / the community as stakeholders in the enterprise is intrinsic to the future well-being of the organization.

Commitment Leadership of total quality management stems from the top of the organization and enlists individual and

	team commitment throughout.
Participation and Ownership	Total quality offers each individual the opportunity to participate in, and to feel ownership of his/her activities, and jointly to share a sense of ownership for the success of the entire company.
Continuous	TQM involves continuous and measurable improvement
Improvement	At all levels of the organization, ranging from organizational performance to individual staff performance, such that continuous process improvement becomes a salient aspect of success.
Performance:	TQM requires consistent, predictable, accurate, and precise performance to high standards in all areas of the organization. Therefore, measurement, assessment and auditing are common TQM activities.
Resources:	One major aim of every total quality organization is to use resources better, and to achieve greater success (financial and / or otherwise).
Investment	TQM will always require sufficient! Appropriate investment to ensure that planned activities can occur.

Speaking in a similar vein, Onanusi (1998), remarked that every organization which want to unite her work force and provide horizons for thoughts and action amongst them require the following values to compliment the above listed.

Quality service focusing on clients in order to deliver quality service Deeds expectation is an essential value.

Quality people:	This stems from recruiting the best people and training them to be the best of the best.
Meritocracy:	Connotes providing employees with challenging opportunities for career development, based on their effectiveness in serving the client.
The fourth value:	Concerns the approach of employing the same methodologies and sharing resources to ensure that each employee delivers high quality services consistently.
Integrity:	Which expects that everybody adhere to personal and professional standards.
Innovation	Referring to delivering unique solution to each client's need and the last value Concerns a commitment to investigating in the future
Stewardship	order to bequeath a stronger and more effective organization to future generation of people in the work place.

From the above, it follows logically, that organizations will not begin the transformation of TQM until it is aware, recognized the importance and necessity of the principles of TQM towards quality improvement if they are to domestic and global competition.

(1995) in "The Leadership Imperative" defines the concepts of practical methodology for continuously improving all business Besterfields believe that

TQM requires six basic concepts in order to fundamental management techniques, existing improvement efforts, technical tools under a disciplined approach. These concepts as them include the following:

- A committed and involved management to provide long-term top-to bottom organizational support.
- An unwavering focus on the customer, both internally and externally.
- Effective involvement and utilization of the entire work force.
- Continuous improvement of the business and production process.
- Treating suppliers as partners
- Establishing performance measures for the process.

These concepts outline an excellent way to run a business. Organizations in Nigeria that practice TQM are therefore seriously advised to internalize the above concepts into their activities and continuously defend the concepts from dilution by carrying out quality audits periodically to ensure that established systems are maintained. As TQM concepts work when it is completely Integrated into the culture of the organization and it becomes a way of life and an endless journey practiced by all.

TQM AS A BUSINESS STRATEGY AND IMPLEMENTATION

As Reo et.al (1996) remarked, most corporate leaders today would agree that only constant in business life is change. This change can be large or small, rapid or low, planned or unplanned, controllable or uncontrollable and it occurs aspects of organizational life.

One tasks of TQM is the successful utilization of the tools and techniques. And above all, the ability to change the organizational culture so paying attention to quality is a normal part of the behavior of the organization. However, sustaining the, method of organizational change necessary to transform an organization so

that quality becomes a way of life is the hardest part of TQM process. But it is important to recognize that TQM is that can be implemented and completed; rather TQM is an ongoing effort. This rationale was instructively noted in Crosby's work when he all over again..." and Deming when he says, "...push the above
thirteen points every day."

2.4.1 TQM IMPLEMENTATION

Without implementation, there is absolutely no point in a company adopting TQM as a business strategy for whatever purpose, because from all indications, implementing TQM is a forever process, with no finite end. It is a never-ending journey of quality improvement process. This conclusively brings to us that, all in an organization need to work together to meet the challenges of implementing TQM. I would also like opining further, that though there may be a major difference in the degree of implementation, the relevant literatures of TQM focus largely on management and management techniques on TQM implementation.

Implementing TQM in an organization, implementation plans need to be established in order to accomplish the organizational desired goal. Implementation plans in this context refers to sequence of events, programs, meetings, and activities designed to help employees learn new perspectives, Is, attitudes, behaviors in the TQM process. This means that the process of introducing TQM is one that requires changing various elements of the existing culture in the organization. The process must be planned and managed from the top is why Besterfields, et.al noted that, TQM implementation process with senior management and most important, the CEO's commitment, the importance of the role of senior management. It is critically important that senior management take time to fully understand TQM and what achieve for the organization and develop and agreed (at board level) plan

Implementation before attempting to implement the plan. The attitude of senior management to TQM must be positively demonstrated every day and in every action as indifference and lack of involvement are frequently cited as the reasons for the failure of quality improvement efforts. Delegation and rhetoric is insufficient - involvement is required. As a general rule, the senior management starts implementation with clear statement of "quality policy" which entails the ethics, mission and value of the organization and of course its philosophy. This can be regarded as the planning phase (where the decision to implement TQM is taken, the planning, implementing and monitoring processes are established as well as the organizational structures to be used in the implementation process).

The next line of action under implementation process is organizational change phase. Here organization revisits and review various action plans such as:

1. The articulation and dissemination of a value system
2. clarification and popularization of the mission statement.
3. Attitude change through such techniques as confrontational meeting and educational courses.
4. Improved collaboration between inter-group teams through such techniques
5. Change in leadership and delegation styles and practices through such techniques and feedback counseling and educational courses
6. The introduction of recognition ceremonies, redesign of reviewed and performance appraisal systems, etc.
7. Change in me firm's management practices of key managers and officers.

Management has a task of ensuring that the correct methodology is used to implement the above to ensure continuity throughout the organization. The

TQM methodology is usually applicable to all aspect of business, but to be rapidly applied:

The required methodologies are:
Step 1— analyze and define existing system
Step 2— specify complete system
Step 3— phased implementation

This methodology is an essential element to the successful implementation of new and improved systems, methods and procedures in an organization. Difficulties in communication lead to inaccurate specifications for new systems, which in turn lead to implementation and continual operational difficulties. The above involvement of middle managers and first —line supervisors is essential to the success of the TQM effort. They are accountable for achieving of organization's performance, goals and objectives, and they form enduring links in the communication chain from senior management to the front-
line workers. Without middle management's early and active support, the TQM effort could fail. Senior management needs to ensure that managers at all an opportunity, as soon as possible to develop ownership in the efforts and a chance to acquire the insight and skills necessary to become One way to accomplish this concept according to The Besterfields, is to have a retreat, The retreat according to them, will focus on TQM training, ship skills and active involvement in the development of the organization's statement.

As TQM is often referred to involve empowerment of employee, employees are it in this phase of the implementation process as it is important to communicate TQM to the entire organization. Communication is important not only during implementation stage. It is a never ending process.

Communication is necessary to create TQM awareness, interest, desire and action. This will make all employees become proficient in the practical application of the Various concepts, tools, and techniques as they will be able to identify and work on projects aimed at reducing costs and improving the quality of activities, processes and results. Employees are taught, **total quality, problem solving, report writing and presentation, total customer services and statistical tools and techniques.**

Following the company-wide TQM education, the various TQM systems procedures and techniques are introduced. However, the system introduced usually depend upon the type of organization, nature of the quality problem confronting it and the expectation of management regarding priority areas for immediate TQM application. The organization should establish or use one or the following TQM techniques and systems which includes:

- Quality task force
- Quality codes
- Quality implementation teams
- Total quality stands
- Total production maintenance
- Customer-supplier development programs

Having reached the point where the senior management team and employee understand what TQM The first requirement is to form a top team to plan and control the implementation of TQM throughout the organization. Everyone needs to be quality awareness and problem solving since everyone is responsible

for quality, Again, the Besterfields remarked that senior management must actively participate in the quality implementation process by serving on teams, coaching teams and teaching, demonstrating, communicating and reinforcing

the quality statements and that they must practice the philosophy of management by wandering around (MBWA). They suggested that, senior management should get out of their office and visit customers, departments and plants within the organization, and suppliers — talk to the people.

Cole(1993) opined that employees should think for themselves and that senior management role is no longer to make the final decision but to make sure that the teams decision is aligned with the quality statements of the organization. Besterfields further suggested along this line also by recommending that management should push problem solving and decision making to the appropriate level by delegating authority and responsibility. The TQM tools and techniques, the technical requirements of the job and safety and resources in the form of the appropriate equipment to do the job must also be In order to build quality, senior management should be able to drive of the organization, break down barriers, remove system and anticipate and minimize resistance to change and in general the culture. Only with the involvement of senior management employees can TQM be success from this perspective.

2.4.2 TQM MEASUREMENT AS BUSINESS STRATEGY

According to Sadgrove (1995), people sometimes accuse TQM of being vague, this vagueness creates problem for companies who want to achieve total quality. It ¡s important to take measurements Its initial performance cannot be measured setting targets will be extremely difficult and without targets, an organization has no way of judging progress made. He further opined that, the most important corporate performance measurement yard stick are as shown below:

According to him, companies adopting TQM can measure (through the above what is actually happening ¡n their business. These TQM performance measurements help companies predict changes in sales, turnover, hence, productivity and corporate performance.

a. **Productivity:** According to him, productivity is an easy measure because all companies know how much they produce. The simple task here is to set goals for improvement ¡n order to enhance corporate performance through productivity.

b. **Financial performances**: Although company keep detailed financial records, but the figure are not always informative (Sadgrove). Thus, the use of ratios has therefore be found very useful since they track corporate performance and progress. He was of the view that, financial formation should be made more widely available below director's level.

He further suggested that, the information should reveal among others why customer have stop buying, decline in productivity, and corporate performance, etc.

Production Quality: The essence of this ¡s to improve quality of products that comes out of companies as applied to both manufacturing and services companies. Quality and productivity are not mutually exclusive, but improvement in quality can lead directly to increased productivity and other benefits.

Customer satisfaction: According to the Besterfields, quality is judged by customers. It therefore implies that customers are supreme to organization and the success of such organization is seen from eyes of the customer. All products and services characterized that contribute value to the customer and lead to customer satisfaction and

preference must be the focus of an organization's management system. Organization should endeavour to check how responsive it is to Customers. Morup (1992) notes that, quality is the most effective factor and company can use in the battle for customers. To be competitive, we satisfy the customers. In order to be more competitive, we must the customers and quality is defined here as the measure of delight. However, he further stated that customer satisfaction region in the scale of customer delight and to delight the customer, must design for quality. In measuring customers satisfaction according to Sadgrove, organization must look at the following: factors, value, satisfaction and preference may influence

- What factors are important to her customers
- How does the organization respond to customers complains and delivery reliability
- How well are the organization competitors performing
- What does customers think of the organization
- How does the organization measure customers loyalty

In addition, the organization's success in recovering from defects and errors (making things right for the customer) is crucial to building customer relationships and to retain customer. Marketing research data can be used to measure performance progress towards total quality and identification of factors vital to customers' satisfaction. Since customers value, and expectations are constantly changing and becoming demanding.

e. Staff attitudes: An organization's success in improving performance depends largely and increasingly upon the skills and motivation of its

work force. Employee success depends increasingly upon having opportunities to learn and to practice new skills.

Organizations therefore need to invest in the development of the work through educative, training, and creating opportunities for continuing growth. If employees are demotivated, product/service will decline, as well as productivity and corporate performance.

Very few Nigerian companies know exactly what their staffs really think. therefore follows logically, with survey; management will be able to determine what staff thinks about the organization, its management, and its culture. Today, organizations pay more attention to staff attitude and a quality staff attitude. Survey in a TQM environment should include:

- **Culture**

  Is it a good company to work for?

  To what extent are staff involved in running the business?

  Does management listen?

- **Communication**

  Are staffs told about the things they need to know?

  How do they hear about things — grapevine?

  Are communications getting better?

- **The Job**

  Are people satisfied with their pay?

  Are people satisfied with their work conditions?

  Are there promotion prospects?

- **Training**

  Have employees received the training they want?

- **Product and customers**

  Do people know who the customers are?

Do people understand the products?

Do people know how the company is doing, compared to competitors?

- **Working unit & others**

  How does the individual get on with his boss?

  What do staffs think of management?

  To what extent does co-operation exist?

Addressing these challenges requires acquisition and use of employee related data or skills, satisfaction, motivation, safety and well being. Such data need to be tied to indicators of organization performance, such as customer satisfaction, customer relation and productivity. through this approach, human resources management can be integrated better and aligned with business directions, using continuous improvement processes to refuse integration and alignment to meet change staff attitude positively.

f. Health, safety and environment:

Organizations Management objectives should stress corporate responsibilities (refers to the basic expectations of the organization's business ethics and protection of health, safety and environment). These need to be taken into consideration in the organization's product service life cycle. Planning relating to health safety and environment should anticipate adverse impacts that may arise ¡n facilities management, change distribution, transportation and use for disposal of products. Plans should seek to prevent problems to provide a forthright organization response if problems occur and make available information needed to maintain public awareness, safety, trust and confidence. Inclusion of social responsibility areas within a quality system means meeting all local, state and federal laws and regulatory requirements and treating

these requirements as areas for continuous improvement "beyond mere compliance"

Considering the above ideas, from Sadgrove, Bester-fields and others, a modern business management system needs to build upon a framework of measurement, date and analysis. It is the researcher's belief that Measurement be derived from the organization's strategy and encompasses all key processes and the output of these processes. Also, facts and data needed for quality improvement, productivity, corporate performance and quality assessment are of many types including customers, product and service performance operations, market competitive comparisons, suppliers, employee related and cost and financial to support evaluation and decision making within the organization.

In general, taking all the above measurements allows the organization to evaluate improvement over time. Sadgrove, however, advised that it is always important to start records before improvement project takes off. Otherwise, the true effect of the TQM program will not be seen. According to him, once an organization has started making improvement, it is always too late to estimate what the situation used to be like.

Finally, Aluko, et.al (1997) citing Fran (1995) pointed out that reasonable in TQM depends on initiatives which form strong relationships with activities. The aim of this relationships or partnerships is to integrate customer requirements into TQM programs in order to develop products and services that excite customers and clients. They argued further that, for many Nigerian firms to embrace the idea of developing quality to their customers and clients as a business strategy, quality and cost should be linked in the TQM

2.5 SUGGESTED THEORIES ON TQM STEPS

As a way of TQM implementation and measurement, Robinson's (1994) approach provides us with a scope from which we can discuss Total Quality necessary for organizational excellence. According to him, in his book titled "A Journey to Excellence" the following steps are very important for organizations to achieve their goals;

- Establish the company mission
- Establish the company philosophy
- Audit the structure, management and communication process
- Establish a central coordinating body for quality program
- Appoint a quality directors with officers
- Carry out basic quality wide education
- Establish quality groups
- Reward contributions to quality

However, Peter and Waterman (1982) have probably done more message of excellence in TQM throughout the whole world. In becomes a classic "In Search of Excellence in TQM", organization becomes excellent in TQM when they:

- Provide top quality
- Create total customer responsiveness
- Achieve flexibility by empowering people
- Purse fast-paced innovation
- Adopt a leadership style
- Maintained cross-function and decentralized management.

BENEFITS AND CHALLENGES OF TQM IN NIGERIAN MANUFACTURING INDUSTRIES

TQM we already said is a system of approach to management that aims to enhance value to customers and clients by designing and continually organizational processes and systems. As this definition organizations that embrace TQM and are deeply committed to the processes and systems have transformed the business to those which see quality perspective of their customers.

Generally, when successful, customers' loyalty, retention and base increases exponentially all round with immense benefits for the organizations So, TQM can be regarded as a powerful strategy for enhancing organizational corporate performance and increasing productivity. TQM also encourage better management of supplier relationship with cost reduction benefits. TQM enable all facets of the business — leadership, information and analysis, strategy planning, human resource development and management, business processes, etc to take input, add value to it and provide an output to its customers.

In the light of the above, future Nigeria managers should be more conscious of value and quality to deliver to customers and clients. The lesson of Japan shows that challenges of development are the challenges of quality. Taking a clue from this, these challenges in Nigeria needs to be met not on the streets, in our various organizations and institutions. These concepts of quality and should be the underlying factors for modern managers in our organizations. To embrace TQM in totality, they should practice flat organizational structure and self-managed work teams to achieve corporate goals and enhance productivity. Top management must assume primary responsibility for providing leadership and commitment needed to meet this

challenge. This challenge is only possible through practical and effective implementation of TQM techniques in organizations and institutions.

While recommending TQM as an excellent management strategy to meet the of development of the Nigerian economy, Onanusi (1998) envisaged that a National Quality Campaign (NQC) would have a commending influence on the understanding that the theories, methodologies, principles, Concepts, tools and techniques of TQM will be adopted. In his analysis, the approaches to TQM implementation in Nigeria with various, ethnic grouping be assessed, considering ¡t structure, size and nature of the environment.

For TQM to work in Nigeria, Onanusi recommended the following:

- That a National Quality campaign should be launched, On this, he pointed out that the credibility of this campaign would be used to dominate the media. Television and radio program, non-stop articles in National
  institutions and business press should be embarked upon

- That a National Quality Policy Statement should be formulated through the
  above, in liaison with the Presidency and Vision 2010 (The Visionary Team). This should be concise and readily understandable in a mission statement.

- That Quality Program should be developed to create awareness and commitment to TQM.

- That effective training program for change should be developed.

- That TQM should be tailored to meet Nigeria needs and culture.

- That the need to assess the nation current status in various quality measures is also paramount.

- That institutional heads, universities commissions, government agencies, professional bodies, etc need to be addressed to. expand TQM, so that every establishment and offices will be working towards a common goal.

In Onanusi's view, if the above are considered and approved by the Presidency, TQM has inherent values that will help Nigeria in the challenge ahead towards economy development and national building.

Only recently had there been some noticeable changes in the Nigerian business environment as the Nigerian firms have learnt that customers are willing and capable of paying extra price for products, services or even ideas that meets their standards and measures of quality. It is interesting to note as Aluko, et.al. (1997), observed that prosperous Nigerian companies are those that have changed their management practices and processes and encouraged organizational staff performance and improvement through TQM principles, techniques and practices.

In conclusion, though the Nigerian economy is presently experiencing a recession (or even a depression), it ¡s necessary for organizations to set a very clear direction and develop an effective and efficient process for TQM strategy implementation in order to achieve corporate goals and enhance productivity. To succeed, organizations needs not only keep customers satisfaction in focus, but must also balance the approach because customers' satisfaction actually begins with employees' satisfaction.

PROBLEMS OF TQM

Briefly, there are some impediments to TQM implementation in every organization. This revolves round the perception that the concept of TQM iš

time consuming, rigid, formalistic, impersonal, bureaucratic, and property of a specialist group. According to Westbrook (1993), he noted that experience from research shows that resistance to TQM implementation in most organizations to be common with middle management staff.

TQM is basically at a developmental stage, therefore cannot exist without some basic problems that could impede its implementation. These problems range from political interference, management laxity, and lack of training to poor communication, conservatism (traditional management approach), cultural differences and favoritism etc.

However, resistance to TQM can be overcome through education and effective communication, facilitation and support, participation and involvement, negotiation and agreement.

REVIEW OF TQM ON CORPORATE PERFORMANCE AND PRODUCTIVITY

In summary, various texts and journals have been reviewed in order to gather the necessary theoretical and empirical framework for the research study. The literatures reviewed delve into historical background of TQM concepts, principles, techniques, tools as well as its implementation and measurement. Similarly, relevant literatures and its benefits to the Nigerian economy were equally highlighted. The totality of the literature reviewed is that TQM concept is appropriate for enhancing corporate performance and productivity in organization to sustain survival and growth in a competitive business environment.

BRIEF HISTORY OF NIGERIAN BOTTLING COMPANY PLC

Nigerian Bottling Company Plc is one of the largest producers of soft drinks operating in more than three hundred (300) countries of the world. All their soft drinks brands are consumed everyday in all parts of the world.

However, Coca-Cola first came to Nigeria in 1953 when Nigerian Bottling any set up its first plant ¡n Lagos. This was the beginning of an existing of growth and development particularly in the past twenty (2) years. Nigerian Bottling Company is today Nigeria's number one bottler of soft drinks, selling more than twenty (20) million bottles per day. This is a figure which is still growing with the continued expansion of the existing thirty-six (36) plants in various parts of the country i.e. Nigeria.

Varieties of the products bottled by Nigerian Bottling Company in Lagos includes: Coca-Cola, Orange Fanta, Fanta Chapman, Fanta Ginger, Krest, Lemon, Tonic Fanta, Soda Water, etc. and they are in various sizes. The, success of Nigerian Bottling Company (popularly known as Coca brought with it development of a number of sister industries all contributing to the growth of Nigerian económy. Examples are Delta Company in Ughelli supplies millions of bottles while Benin Plastic Cor produces the crates for carrying the bottles.

The company also has sustained holdings in various food and agricultural ventures including Valley Foods and Agriculture Seeds Company in Kwara Sate.

OBJECTIVES OF

Its objectives include:

- Provision of soft drinks for consumption.
- To be one of the largest producers of soft drinks throughout the world.

- Distribution of its products throughout the country.
- Developing and training human resources in order to ensure that they are available to meet the current and future needs of the company
- Accepting a number of students for Industrial Attachment Programme which assists in preparing them for future leadership roles in the country.
- Raising the standard of public relations activity in order to promote the company's corporate image and to be foremost employers of an efficient and well-motivated workforce.
- To be socially responsible to the society at large through donations, sponsoring of sports, donation to charitable organizations and given of scholarship, etc.

STAFF STRENGTH OF THE ORGANIZATION

Although, employs over nine thousands (9000) Nigerians and about eight hundred (900) expatriates in all fields of operation and has over two hundred thousand (200,000) customers (dealers) all over the federation. However, it is important to state that, the is also the largest manufacturer of carbon dioxide (C02) used to carbonate the favourite soft drinks.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

Because of the fragmentary nature of information in Nigeria, the instrument used in this study were designed primarily to enable the collection of data that will provide answers to the research questions, as well as act as a basis for testing of the hypotheses formulated.

Therefore, data, gathered for this research work were arrived at using questionnaire and personal interview. The questionnaire was designed after a pilot survey in order to minimize time spent with respondents. The research problem and objective of chapter one comprehensively guided the composition of the question in the questionnaire.

Similarly, the questionnaire was made brief and simple with the aim of generating the required and relevant information from the respondents affected 1991). Other relevant information were obtained from internal records, previous research reports, textbooks, journals and magazines, dailies, seminars and conference papers on measures of achieving increased in Productivity and enhanced corporate performance. All these provide comparabie information by which the primary data could be judged.

RESEARCH DESIGN

Research design can be described as the programme that guides researchers in the process of collecting, analyzing and interpreting data.

Research design defines the domain of generalization indicating whether the obtained research interpretation can be generalized to a larger population or to different situations. The questions of what to study, what to observe and how to

collect data are treated by research design. Research design has four components which includes; comparison manipulation control and generalization.

The type of research adopted in this study is survey design. The survey approach is used because it involves collecting data in order to answer research questions as well as to test hypothesis related to the study.

3.3 POPULATION OF THE STUDY AND RESEARCH SAMPLE

The population of the study is the Nigerian Bottling Company Plc industry. However, due to time and financial constraints the population of the study is further "delimited" to. is therefore the "representative Sampling" which has the main characteristics of the mother sample. Samples are drawn from all management cadres (Top management, Middle management and Junior management) as well as from customers so as to obtain comparable and unbiased data. The technique adopted in selecting samples from the Population of study is a SIMPLE RANDOM SAMPLING.

3.4 METHOD OF DATA COLLECTION

Primary and secondary data required for the study were diligently sourced. The primary data was sourced from with the use of designed questionnaire and personal interview conducted. The data gathered were statistically analyzed and tested in order to draw conclusions The secondary data were obtained from corporate profile of annual report. Other sources of the secondary data were management journals textbooks periodicals Newspaper publications as well as seminar papers.

The data collection instruments were administered by personal interview of respondents. The administration of the questioneer was also made to ensure absence of respondent's bias and freedom to provide the desired information without interference Completed questions were collected at a central point by

the researcher. The interview as a method of data collection requires direct question at the subject with the interviewee and face to-face interaction. The interview instrument was of unstructured mood and responses at the time of interview as well as Contingency questions asked as the situation warranted oral interview Was used so as to utilize the strategy of increasing response rate by motivating the refusals.

TECHNIQUES OF DATA ANALYSIS

Responses to research in the questionna ire would be collated and represented in a simple frequency distribution table. The responses would be processed and interpreted using two statistical tools. The first a descriptive analysis, while the second an inferential analysis.

(a) The descriptive analysis adopted is Percentage. This indicates the degree of measurement of variables in the research questions.
(b) Inferential analysis adopted is correlation coefficient to answer research

Questions and test associated hypothesis this test the relationship between TQM principles concepts and Productivity achieved in the brewery industries.

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CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

Having Concluded investigations to collect the necessary data, the focus of this chapter therefore is to present and classify them in a form that will make the important features of the subject to be easily grasped and interpreted This will enable the researcher evaluate the effect of TQM On Productivity and corporate performance in the Brewery Sector. It is expected that the results presented would be used as a guide for forming an opinion and recommendations on strategies and techniques for improving Productivity and overall corporate performance.

4.2 DATA PRESENTATION

The results of the survey analysis were based on the data collected from forty-eight (48) properly completed questjonni08 that were retrieved from the respondents. This figure represents 96% of the expected total number of respondents.

Table.4.2.1- Distribution of Respondents by Sex

Category	**Frequency**	**Percent**
Male	36	75%
Female	12	25%
Total	**48**	**100 %**

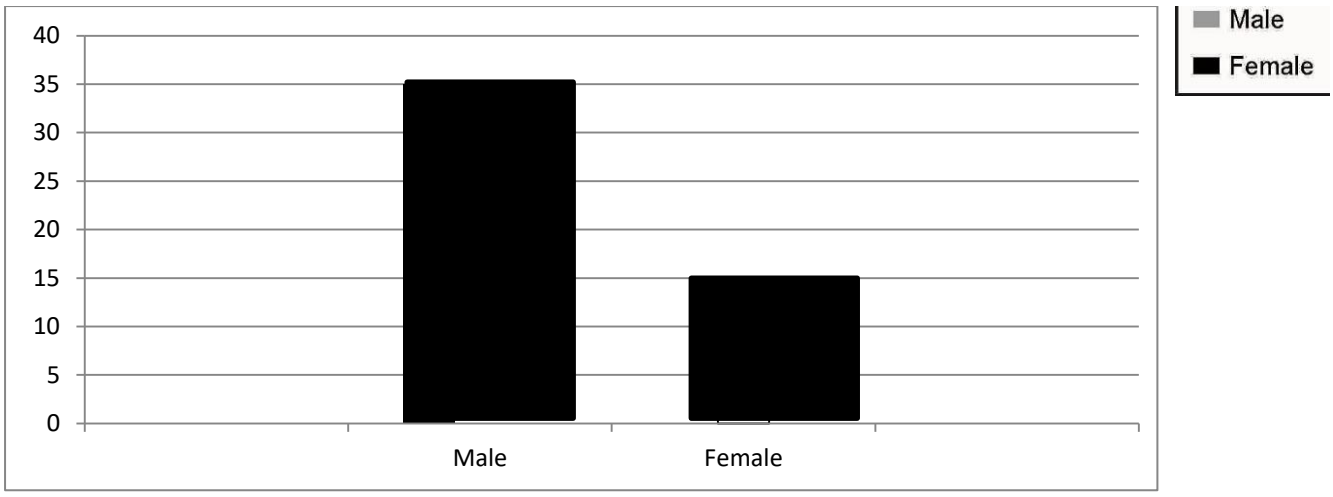


Fig. 1- Distribution of Respondents by Sex

The above table shows that out of 48 respondents 36 are male and 12 female with a proportion of 75% and 25% for male and female respectively. This goes to show that majority of the respondents were male making it clear that there is a preponderance of male in the Brewery Sector.

Table 4.2.2: Distribution of Respondents by marital Status

Category	**Frequency**	**Percent**
Married	36	75%
Single	12	25%
Total	**48**	**100 %**

SOURCE: FIELD SURVEY, 2017

Fig. 2: Distribution of Respondents by marital Status

The above table shows that 36 representing 75% of the respondents are married, while 12 represents 25% that are single.

Table 4.2.3: Distribution of Respondents by Educational Qualifications

Category	Frequency	Percent
F.L.S.C/WAEC/G.C.E	3	6.25%
HND/OND/HS/C/A'LEVEL	3	6.25%
PGD	18	37%
MA/MPA/MSc/LLM/MBA	12	25%
PROF. QUALIFICATION	6	12.5%
OTHERS	-	-
TOTAL	**48**	**100%**

SOURCE: FIELD SURVEY, 2017

Fig. 3: Distribution of Respondents by Educational Qualifications

The above table indicates that 18 which represent 37.5% of the respondents hold first degree and or its equivalent in various fields, while a similar ratio also goes for those that hold post graduate degrees among the respondents. Moreover, 6 of the respondents hold professional qualification in similar fields. From this, we can deduce that the respondents are highly educated and have a good understanding of the research questions and as such their responses are highly reliable.

Table 4.2.4: Distribution of Respondents by years of experience at NBC

Category	Frequency	Percent
Less than 2 years	3	6.25%
2 – 5 years	12	25%
5 – 7 years	24	50%

7 – 10 years	6	12.5%
Above 10 years	3	6.25%
TOTAL	**48**	**100%**

SOURCE: FIELD SURVEY, 2017

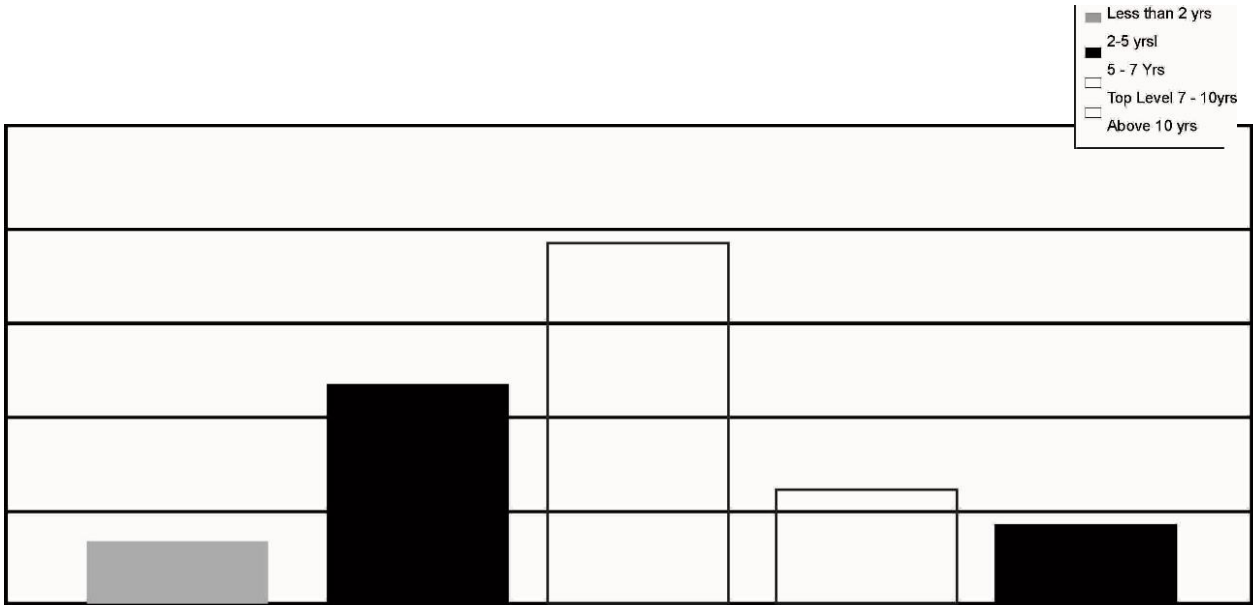


Fig.1 Distribution of Respondents by years of experience in the NBC

The above table indicates that 50% of the respondents have spent between 5 - 7 years on the job, while 12.5% have between 7 - 10 years' experience on the job. Also, a total of 6.25% have experience of over 10 years on the job. Taking into Consideration the number of years of experience put in by each respondent, one would expect adequate and reasonable information as regards his or her quality of services performance and Productivity.

Table 4.2.5 - Distribution of Respondents by Management Level

Category	Frequency	Percent
Below Supervisor	3	6.25%
Lower Level	12	25%
Middle Level	24	50%
Top Level	9	18.75%
TOTAL	**48**	**100%**

SOURCE: FIELD SURVEY, 2017



Fig. 2: Distribution of Respondents by Management Level

The above table shows that 50% of the Respondents are middle management staff, while 18.5% arid 25% represent top and lower management staff respectively.

4.3 DATA ANALYSIS

The method of data analysis involves a thorough exploration of data Collected to see what interesting results could be discovered with the purpose of Indicating the value of the research Study. The answers provided on the questionnaires form the basis of the data analysis. Below are results of the analysis

4.3.1 ANALYSIS OF CORPORATE CULTURE, AT NIGERIAN BOTTLING COMPANY

Corporate Culture	Yes		No		Don't Know		Total	
	F	%	F	%	F	%	F	%
Awareness of changes among customers, competitors & suppliers	30	62.5	8	16.6	10	20.8	48	100
Nigeria Bottling Company a friendly place to work	48	10.0	0	0	0	0	48	100
Job Security	30	62.5	6	12.5	12	25	48	100
Staff consultation and participation	36	75	12	25	0	0	48	100
Loss/waste Reduction	30	62.5	12	25	0	0	48	100
Customer focus by all employee	27	56.2	6	12.5	15	-	48	100
Improvement rating	30	62.5	10	20.8	8	16.6	48	100

SOURCE: FIELD SURVEY, 2017

The above table shows that 62.5% of the Respondents believe that the company is aware of the changes taking place among customers Suppliers and competitors in the brewery industry. Eight of the respondents answered in the negative while ten cannot ascertain their Position.

Interestingly all respondents claim that Nigerian bottling Company is a friendly place to work, While 30 respondents claim that employees have job security. On the contrary, 18 of the respondents think otherwise. As regard, circulation of information and staff consultation on decision-making, 36 representing 75% of

the respondents answered Positively, while 12 answered negatively However, 62.5% ratio of the respondents also believes that the company can do more in terms of waste reduction 12.5% claims that they don't have opinion regarding this.

On customers by employees, 56.25% representing 27 of the respondents answered in the affirmative. 12.5% representing 6 of the total respondent are of the view that all employees are not customers focused.

Finally, an overwhelming 75% of the respondents are of the opinion that the company is constantly improving while 12 representing 25% of total respondents disagree.

4.3.2 ANALYSIS OF COMMITMENT TO TQM

Commitment to TQM	**Yes**		**No**		**Don't Know**		**Total**	
	F	**%**	**F**	**%**	**F**	**%**	**F**	**%**
Top management commitment to TQM initiative	36	75	0	0	12	25	48	100
Senior Management participation in quality meeting	48	100	0	0	0	0	48	100
Company admitting faults honestly	30	62.5	6	12.5	12	25	48	100
Company sees difficult tasks to competition	36	75	12	25	0	0	48	100
Company seeks higher standards than in ordinary business	30	62.5	12	25	6	12.5	48	100

Company is ethical towards customers and competitors	42	87.5	4	8.33	2	4.17	48	100
TQM steering committee meets regularly	36	75	4	8.33	8	16.06	48	100

SOURCE: FIELD SURVEY, 2017

The above table shows that 36 respondents representing 75% of the group are of the opinion that top management are committed to TQM initiative, while 12 respondents representing 25% could not ascertain top manager commitments to TQM initiatives. All respondents representing 100% of the group are of the Opinion that senior management participates on quality meeting. As regards, the company admitting its own faults honestly, only 30 respondents representing 62.5% agree with the notion, while 18 disagree. Similarly, 30 respondents representing 62.5% are of the view that the company has demonstrated the determination to see a difficult task to completion While 18 representing 37.5% thinks otherwise. Also, :30 of the total respondents representing 62.5% were in support that the company seeks her standards than those accepted in the ordinary businesses to think otherwise, while 3 took a neutral stand.

Finally, another 42 respondents representing 87.5% of the group believes that the company behaves ethically towards customers, suppliers and competitors 4 disagrees with this, while 2 could not ascertained whether the company behaves ethically towards customers, suppliers and competitors.

4.3.3 ANALYSIS OF CUSTOMERS SATISFACTION AS PERCEIVED BY STAFFS

Corporate Culture	**Yes**		**No**		**Don't Know**		**Total**	
	F	**%**	**F**	**%**	**F**	**%**	**F**	**%**

Involvement of other members of staff in sales	36	75	12	25	0	0	48	100
The Need of customers being paramount in Nigerian Bottling Company Plc.	45	93 75	0	0	3	6.2 5	48	100
Measurement of customers satisfaction and needs	42	87 5	0	0	6	6.2 5	48	100
Constant Communication with customers	48	100	0	0	0	0	48	100
Programmes for improving services to customers	42	87 5	0	0	6	12 5	48	100
Customer's loyalty	45	93 75	3	6 25	0	0	48	100
Customers complains are handled quickly and positively	36	75	12	25	0	0	48	100

Source: Field Survey, 2017

The above table indicates that 36 among the total respondents representing 75% were in agreement that other members of staffs are involve in the company's sales. A similar proportion also consented that customers complains and comments are handled quickly and positively. However, 25% thinks otherwise in this case, while 25% also answered negatively in the case of involvement of other members of staffs in sale to customers. .

Majority of the respondents were of the opinions that customers' needs are paramount in the company. Only few gave a neutral answer, In terms of measurement of customers' needs and satisfaction 42 respondents Concurred with the above notion; while 8 seems to have no opinion on the matter. Responding to opinion of constant communication with customers, all were in

agreement as they considered this as one of the basis through which their product can be improved upon. On program for improving services to customers 42 respondents representing 87.5% were of positive Opinion, while 12 5% were not sure of their position Also, customers' loyalty rating was equally high as a record of 45 respondents were positive, while only 3 had a Contrary opinion.

4.3.4 ANALYSIS/CLASSIFICATION OF RESPONDENTS BY FREQUENCY OF TRAINING ATTENDED SINCE 1994

FREQUENCY OF TRAINING	FREQUENCY	PERCENT
Once	6	12.5%
2 times	6	12.5%
3 times	12	25%
4.5 times	18	37.5%
Above 5 times	6	12.5%
TOTAL	48	100%

4.3.5 ANALYSIS OF RESPONDENTS RATING ON ADEQUACY OF TRAINING ATTENDED

FREQUENCY OF TRAINING	FREQUENCY	PERCENT
Very Adequate	30	62.5%
Adequate	12	25%
Not Adequate	6	12.5%
Total	48	100%

The above table shows that a total number of 30 representing 62.5% of the respondents considered their training programmes to be very adequate, 12 representing 25% considered their training to be just adequate, while 6 respondents representing 12.5% thinks otherwise and would like the company to do more as regards staff training and development programmes, The above table shows that the rating factor for respondents applied in defining

corporate performance are “Improved”, “Fairly improved”, Remained unaffected”, and “below former state”, information contained in the table shows that majority of respondents indicates that there has been improvement in the company since the implementation of TQM. Only a few respondents remain unaffected in the survey since the implementation of TQM in the company. However, no respondents rate the company in terms of profitability hence not included in the table above.

4.3.6 ANALYSIS OF CORPORATE PERFORMANCE SINCE TQM IMPLEMENTATION

Corporate Culture	**Yes**		**No**		**Don’t Know**		**Total**	
	F	**%**	**F**	**%**	**F**	**%**	**F**	**%**
Maximum productivity and minimum operational cost	40	83.3	6	12.5	2	0	48	100
Production quality efficiency and internal performance	45	93.8	3	6.25	0	0	48	100
Employee relation	40	83.3	6	12.5	2	0	48	100
Customer satisfaction	40	83.3	6	12.5	2	0	48	100
Market share	42	87.5	6	12.5	0	0	48	100
Organizational development	48	100	0	0	0	0	48	100
Health, safety and environment	39	81.3	6	12.5	3	0	48	100

SOURCE: FIELD SURVEY, 2017

The above table shows that the rating factor for respondents applied in defining corporate performance are “Improved”, “Fairly improved”, Remained unaffected”, and “below former state”, information contained in the table shows that majority of respondents indicates that there has been improvement in the company since the implementation of TQM. Only a few respondents remain unaffected in the survey since the implementation of TQM in the company. However, no respondents rate the company in terms of profitability hence not included in the table above

4.3.7 ANALYSIS OF STAFF WELFARE/MOTIVATIONAL STRATEGIES THAT STIMULATES WORKERS TO HIGHER PRODUCTIVITY

Category/Motivational Strategies	**Adequate**		**Inadequate**		**Not offered**		**No opinion**		**Total**	
	F	**%**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**
Promotional strategies	38	79.2	10	20.8	0	0	0	0	48	100
Transport facilities	38	79.2	2	4.17	0	0	8	16.7	48	100
Social recreational facilities	28	58.3	10	20.8	0	0	10	20.8	48	100
Medical facilities	24	5.	8	16.7	0	0	16	33.3	48	100
Good working environment	36	75	12	25	0	0	0	0	48	100
Meal subsidy	24	50	24	50	0	0	0	0	48	100
Car loan	24	50	24	50	0	0	0	0	48	100
NPF/pension scheme	23	47.9	0		0	0	25	52.1	48	100
Recognitoin	40	83.3	8	16.7	0	0	0	0	48	100

Source: Field Survey, 2017

The above table shows motivational strategies applied by the company in its TQM implementation policies as management tools for effectiveness efficiency, enhanced corporate performance and higher productivity. Though majority of the respondents scored the company high in most area, but the company still need to improve in areas of social recreational activities, meal subsidy, car loan, pension scheme, etc.

4.3.8 GENERAL ANALYSIS AND RATING PERCEIVED BY RESPONDENTS

RATING CATEGORY	POOR (1)	AVERAGE (2)	GOOD (3)	VERY GOOD (4)	TOTAL
Clear agreed purpose	0	15	20	13	48
Leadership by example	0	12	24	12	48
Innovation and encouragement	0	6	28	14	40
Open door policy	0	12	24	12	48
Well trained employee	0	4	30	14	48
Improvement of employee/D making	0	20	20	8	48
Communication of business performance	0	28	12	8	48
Analysis of elimination of problems	0	12	28	8	48
Good internal communication process	0	4	12	32	48
Clear standards of performance	0	2	14	32	48
Clear procedure	0	4	12	32	48
Customer satisfaction	0	2	14	32	48

SOURCE: FIELD SURVEY, 2017

This part analyses a number of attributes of a quality company as perceived by the respondents in the company The information contained therein reveals that the company's rating by respondents on attributes of quality is above average in all cases except in commination of business performance where it still needs to improve upon. This goes to show that there are signs of strong TQM quality culture in place.

4.4 HYPOTHESES TESTING AND INTEPRETATION OF FINDINGS

This section attempt to analyze the hypotheses formulated in chapter one although, almost all the hypotheses has been analyzed and tested using the descriptive method adopted, only few will be tested in this part using the correlation coefficient analytical tool.

HYPOTHESIS ONE

H0: There is no significant relationship between Application of Total Quality Management and improved organizational performance and Productivity.

H1: There is significant relationship between Application of Total Quality Management and improved organizational performance and Productivity

STATISTICAL TESTING OF THE ABOVE HYPOTHESIS

Let X represent average score of corporate culture and Y to represent the average score of commitment to TQM

Where rxy = Zxy

RATIONA LE FOR TESTING THE HYPOTHESIS:

The reason for testing this hypothesis is dictated by the argument that corporate culture and commitment to TQM is essential for the success of any TQM programme, It was therefore considered important to test the hypothesis and most importantly add local factor/dimension to the school of thought already forwarded.

Since r is positive, it means therefore that there is a strong relationship between corporate culture and commitment to TQM in a TQM environment. The data used for testing this hypothesis was obtained from tables 4.3.1 and 4.3.2 respectively.

HYPOTHESIS TWO

Ho: There is no significant relationship between Application of Total Quality Management and enhanced customer satisfaction,

H1: There is significant relationship between Application of Total Quality Management and enhanced customer satisfaction.

STATISTICAL TESTING OF THE ABOVE HYPOTHESIS

Let X represent average score of commitment to TQM

And Y to represent average score of customer satisfaction

Where

rxy = V: x2

$$\sqrt{\Sigma x^2}\,\Sigma y^2$$

VARIABLE	YES	NO	DON'T KNOW	TOTAL
Average score for (x)	33	8	7	48
Average score for (y) commitment to TQM	37	5	6	48

X	Y	X – $\underline{X}$ X	Y – $\underline{Y}$ Y	XY	X^2	Y^2
33	37	17	27	357	259	441
8	5	-8	-11	88	64	121
7	6	-9	-10	90	81	324
48	48			535	434	662

$$\mathbf{X = \frac{\Sigma x}{N} = \frac{48}{3} = 16}$$

$$\mathbf{Y = \frac{\Sigma Y}{N} = \frac{48}{3} = 16}$$

Computing correlation of the above statistic, we have

$$\mathbf{rxy = \frac{\sqrt{\Sigma xy}}{\sqrt{\Sigma x^2\ \Sigma x^2}} \qquad \frac{535}{\sqrt{287308}}}$$

$$\mathbf{rxy = \frac{535}{\sqrt{(434)\ (662)}} \qquad \frac{535}{536} \quad = \ 0.99}$$

rxy = 0.99

FOR TESTING THE HYPOTHESIS:

The rational for testing this hypothesis is informed by the thinking that the commitment of everybody in an organisation results in the production of quality goods and services, which ultimately results in customer satisfaction, which is the central focus in any TQM programme. And since it is positive, it means that commitment to TQM affects customer satisfaction This confirms that there is a strong relationship between commitment to TQM and customer satisfaction. This is because where such relationship does not exist; customer satisfaction will decrease, resulting in fall in the company's productivity level and corporate

performance. This is usually the case when a company, does not enjoy monopoly of trade hence they must strive to satisfy their customers. Table 4.3.2 and 4.33 were employed in analyzing the above.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

51 SUMMARY OF FINDINGS

Understanding the mechanism and the emotional energies required to make the change needed to become a TQM organization is critical, but part of the difficulties inherent in making the move to TQM is a result of the potential conflicts with the culture of the organization Culture is the common behavi9rs and internalized codes of conduct that guide people's daily actions. Organization behaviors are shaped by the way people internalize the assumptions and values that define, either explicitly or not, the culture of the organization.

It would be recall that the objective of this study is to evaluate the impact of TQM on corporate performance and Productivity. A thorough review has been carried out on all available Opportunities and other factors that would boost productivity and enhance performance generally since quality IS regarded as a key element of competitiveness Similarly, repeated studies have shown the central role quality plays in improving market shares and raising Profitability. Based on the analysis of the data collected, and revelation from interactions with employees in the cause of research, the following findings emerged: The study revealed that there are ample Opportunities for training of staff on TQM to enhance corporate performance and Productivity in the company.

- The Study also revealed that quality is regarded or taken as a way of life, hence everyone in the company is quality conscious.
- It was also further observed that high level of cross functional co operation in the company with the top level executives leading the way to total quality management exists

- The company measure quality by the level of customers satisfaction at lowest overall cost;
- The study further revealed that the company based its high level of performance and Productivity on Positive determination of its staff through cooperation and high level of motivation.
- Also revealed ¡n the study is the fact that the company has continued to promote the concept of Continuous improvement towards error free output.
- In spite of the above Positive findings, there were also some areas of weakness still requiring attention from the management The following weaknesses were observed in the cause the study:
- The study revealed that the company is yet to put in place, strong cultural commitment to TQM;
- The study also revealed that traditional management style still dominate the company's operations Which equally affects its decisions;
- The analysis also reveals that the company needs to do more in areas of employees' participation or involvement in areas of policy formulation, implementation and evaluation.
- The study further reveals that the company needs to improve on creating TQM awareness among its staff.

5.2 **CONCLUSION**

In evaluating data gathered and systematic analysis of the reports in the course of the study regarding the impact of TQM on corporate performance and Productivity in the brewery sectors in Nigeria, the following Conclusion can be drawn:

There are signs that TQM Concepts improves the performance of an organization in terms of cost reduction, increase ¡n corporate performance and

Productivity, Profitability and market shares, competitiveness and customer satisfaction;

The concept of TQM has been highly Welcomed in the company as a way of life for Customer satisfaction, making the Customer delighted as well as staff and in achieving corporate goals and objectives.

Finally the importance of TQM in achieving business Success can hardly be denied. Peters and Waterman (1982) found quality to be an important element in the pursuit of excellence. Quality is therefore the best assurance of customer allegiance, strongest defence against competition and the only path to sustained company growth and earnings. Involvement of all members of the company in the system is crucial if improvement in the performance and Productivity is ever to be achieved with the adoption of TQM. Though, this is not easy to achieve but it must come from personal example and commitment. In addition, there must be consistency in the system, as this can help change the entire process and maintain the competitive edge which the company seeks to attain. .

5.3 RECOMMENDATIONS

Based on the research findings and the above conclusion, on the impact of TQM on corporate performance and productivity, the following are highly recommended towards improving TQM in the sector:

The practice of TQM should be regarded as an ongoing activity. As long as there are new ideas, innovations, developments, there should be no end to TQM process, so as to be able to cope with the dynamism of the modern world;

There is need for top management to be more committed to TQM, as well as providing an enabling environment to incorporate all within the system in the TQM process. Similarly, there should be TQM awareness campaign a well as TQM meetings where programmes/ideas can always be discussed.

The company should intensify efforts on cost reduction exercise. This can be done by providing regular staff training programmes for the staffs as this will help increase their knowledge, skills and prepare them for future challenges.

The benefits of total quality management should not be over stated; rather the whole quality effort should be dedicated to and judged by predetermined results. Hence there should be reasonable focus in setting strategic objectives and building organizational routing that link many units and levels s mush as possible. And there should be no organization barriers between departments and managerial operational procedure within the company.

The total quality approach to any process should be based on the requirement of external customers for the sake of their satisfaction because if the TQM activities are not geared towards customers' satisfaction, the concept will fail.

Finally, management of organizations irrespective of size, structure, and operations should bear in mind that success only comes to firms that can fully internalize and adopt TQM strategies to their own business environment. It is only those that maximize quality to their customers while at the same time meeting the needs of its staffs that will succeed. it must also be borne in mind, that it is not just implementation of TQM that matters. The recipe for success requires enhanced organizational staff Cooperation for improved customers/clients satisfaction This is what adds to product and quality services, reduces or increases revenue. Internalization of TQM strategies is also the recipes that provide long-term approach to improving shareholders value by ensuring corporate survival and growth. Success requires the company literally builds customers' needs and expectations (including meeting of these needs and expectation) into daily organizational routines with the aim of enhancing corporate performance and increasing productivity in the market.

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