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TOTAL QUALITY MANAGEMENT AS CORRELATE OF CUSTOMERS SATISFACTION: EVIDENCE FROM CADBURY NIGERIA PLC

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ABSTRACT
The study the total quality management and customer satisfaction in Cadbury Nigeria Plc. Specifically, the study sought to determine the relationship between total quality management and customer satisfaction, customer patronage and customer retention in in Cadbury Nigeria Plc. This study adopted the descriptive survey research design. The study covers the 1,000 staff in Cadbury Nigeria Plc. These include the following department within the organization; production department, purchasing department, finance department, marketing department and research and development department. A sample size of 202 staff in Cadbury Nigeria Plc representing about 10% of the target population was drawn while the stratified sampling technique was used as the sampling technique. Data were sourced from primary and secondary sources. The instrument used for the study was a questionnaire developed by the researcher. The instrument was subjected to a test–retest reliability test. The researcher personally administered the questionnaire to workers in their company. Data collected were analysed with frequency count and percentages (%) while the hypotheses were tested with the Pearson Product Moment Correlation (PPMC) technique.The Statistical Package for Social Sciences (IBM SPSS®) was used to test the hypotheses at 0.05 level of significance. Result showed that there is a significant relationship between total quality management and customer satisfaction, customer satisfaction and customer retention in Cadbury Nigeria Plc. Furthermore, changes in total quality management can be attributed to satisfaction, patronage and retention in Cadbury Nig Plc. It is therefore recommended that the Cadbury Nigeria Plc management should be enlightened on the importance of total quality management practices on Customers' Satisfaction to enhance the level of top management commitment for greater institutional performance.

Keywords: Effect, Total Quality, Management, Customer Satisfaction, Company.

1. INTRODUCTION

Total quality management has now become an important aspect of management due to increased competition among companies and quality issues associated with company operations; the survival of a business mainly depends upon the quality associated with the product. However, competition has become more challenging today than ever before, while customer expectations of service quality are higher than ever. To deliver superior quality of service to the customers, organizations are re-engineering their systems, operations, culture and adopting strategies in order to be customer focused. Quality has emerged to be the key component and critical success factor in most manufacturing as well as service organizations. The dynamic nature of changes in the environment, particularly as they affect the tastes and aspirations of consumers, underscores the need to respond effectively to challenges posed by the changes. On the account of deregulation of Nigeria economy, competition has become a major challenge which chief executives must meet effectively in order to remain in business. Most managers agree that if an organisation is to be successful, it must change continually in response to significant development, such as customer needs, technological breakthroughs and government regulations (Dimara, Skuras, Tsekouras & Goutsos, 2023).

Globalization of market and operations forces organisations to think over their quality problems and in turn their overall organisational competitiveness. In order to be successful in this global market, organisations should dedicate themselves to improving productivity and quality in a timely and collaborative manner (Ebiringa, 2022). Ikpefan, Owolabi, Agw and Adetula (2023) also indicates that productivity and quality are integral components of organizational strategies. Designing and developing suitable strategies, techniques, tools and models for improving productivity and quality have become an essential function of researchers and practitioners in a networked global economy. In recent times, the concept of customer services has risen to the centre stage of modern business. As a result of this development, the management vocabulary is now replete with all kinds of technologies which are used to describe one and the same thing, customer service. Among these terminologies are customer satisfaction, customer care, customer relations, etc. (Isiavwe, Ogunnaike & Kolawole, 2020). To achieve world class customer service, Total Quality Management (TQM) techniques, supported by management commitment and good organization will provide objective means of improving quality and hence the overall organizational competitiveness (Ljungstrom & Klefsjo, 2021). Total quality management is among the new techniques which modern organizations now employ with very good result to secure and keep their customers permanently satisfied. It is therefore a way of managing to improve the effectiveness, efficiency, flexibility and competitiveness of a business as a whole. Gasperz (2023) assert that TQM involves the whole organisations, getting organized in every department, in every activity with every single person at every level. This involves putting in place, process and system which will ensure that every aspect of its activity is aligned to satisfying customer needs and organisation's objectives. Thus for an organisations to be fully effective, every single part of it must work properly together because every person and every activity affect and in turn is affected by others. Martinez-Lorente, Dewhurst and Dale (2022) expatiate further that TQM involves deep understanding of three basic components, namely; the system, the process and the philosophy from which the organisations is extracted. The process here approximates to the necessary economic transformation from an underdeveloped economy to a modern industrial state. It also involves the uplifting of the basic quality of life of its people through modern processes of production. It involves still, the harnessing of the human and material resources for the goal of fitting into the system above.

The third component of TQM, the philosophy involves the identification of goals which have been partially addressed under the process as well as the means of attaining the goals. Thus, TQM involves any attempt to improve quality at every phase of an organization's work whether it is on corporate plan initiation, implementation, personnel selection or customer satisfaction. Therefore, the ability to meet customer requirement is vital not only between two separate organisations but also within the same organisations. Olawole (2022) argues that quality has to be managed, it will not just happen. Clearly it must involve everyone in the process and be applied throughout an organisations. Failure to meet the requirements in any part of the quality chains has a way of multiplying, as failure in one part of the system creates problems elsewhere leading to a cycle of yet more failures and more problems. The price of quality is the continued examination of the requirements and the ability to meet them. This will lead to a continuous improvement. This study therefore aims to investigate the effect of total quality management and costumer satisfaction.

2. THEORETICAL/EMPIRICAL REVIEW

This study is guided by Equity theory. The variable of organizational commitment and perceived justice can be explained from the perspective of Adams Equity theory propounded in 1965. According to Adams (1965), equity exists when there is a balance between input and outcomes of an employee, however, if there is perceived differences between the ratios of input compared to that of output, this may lead to tension or conflicts. The main assumption of this theory is that an employee's behavioural outcome is influenced by constantly comparing his or her inputs (contributions to the organization) and outputs (rewards received in return from the organization) with that of the input and output of other employees in similar status.

Studies on total quality management of workers have been investigated by scholars with equivocal findings. Uko (2018) examined the nexus between quality management practices and performance of food and beverages firms in Port Harcourt. Data were drawn from 162 management staff from a population of 280 using the Krejcie & Morgan table. The findings revealed that the elements of the predictor variable significantly influence that of the criterion variable.

Onyango (2016) examined the relationship between TQM practices implementation and performance of commercial banks in Kenya. The banking sector internationally is in a condition of relentless rivalry among themselves for customers' and this effect on their performance that is profitability and financial industry market share. The result revealed that a factually irrelevant relationship between TQM practices and performance of commercial banks' in Kenya, i.e. TQM practices anticipate 12.3 % of profitability of commercial banks' and 9.7 % of market share of commercial banks' in Kenya. In another related study

El-Moneim, El-Tohamy and Atef (2015) investigated the impact of applying TQM on the overall hospital effectiveness in the accredited governmental hospitals in Jordan that accredited from Health Care Accreditation Council (HCAC). Study findings showed a significant impact of all TQM principles on the overall hospital effectiveness ($p< 0.05$). Similarly, Olawole (2017) examined rolling technologies as a small medium enterprise in Lagos ICT market has been managing her TQM mode despite the fact that the company is a sole proprietorship business also major outcome of this research work showed the TQM lapses of Rolling technologies Limited and new Findings revealed that rolling technologies lacked the modern usage of total quality management in the small scale company, also how the management of Rolling technologies have just been using a one man business discretion without consulting the theory of total quality management or a knowledgeable TQM experts who knows much about how it could be used in a small business.

Evidence abounds that poor-quality culture has been the blight of management in Nigeria.

This record contrasts sharply with empirical evidence from developed nations, where remarkable development has been recorded in almost all fields of human endeavour. Final delivery is still judged to fall below expectation in Nigeria and lack of consistence has been given as the main reason for the suboptimal performance of many organizations. Many government agencies are said to believe in compromising supervision for their personal gain. A number of studies have been undertaken in total quality management in organizations. In their study Hassan, Mukhtar, Qureshi and Sharif (2019) examined the association between quality management practices and performance in Pakistan's manufacturing industry.

The study established that quality management systems practices positively impact the performance. Irfan, Ijaz, Kee and Awan (2019) in their findings on improving operational performance of public hospital in Pakistan, established that selected Quality management systems practices have a significant positive impact on operational performance. Dawn, (2020) investigated the application of TQM and found out that despite the fact that quality management has been addressed within a firm, Total Quality Management and its underlying assumptions could also be applicable to strategy management. However, the study shows application of TQM in a telecommunication set up and concluded that TQM is very critical to organization efficiency. Omogbiya and Addah (2023). in their study tries to show how human resource planning practices are affected by TQM and what needs to be improved for implementing TQM in any firm, but his study did not focus on operational performance. In Harari (2019) empirical study of the influence of quality systems, he concludes that only about one in three quality management systems programs in public and corporate institutions achieve significant improvements in quality and performance. Thus, this study seeks to fill this gap by establishing the effect of total quality management on customers' satisfaction in Cadbury Nigeria Plc. It is against this backdrop that this study attempts to answer the following research questions:

Research Hypotheses

The following hypotheses would be tested in this study:

1. $H_{o:}$ There is no significant relationship between total quality management and customer satisfaction in Cadbury Nigeria Plc
2. $H_{o:}$ There is no significant relationship between total quality management and customer patronage in Cadbury Nigeria Plc
3. $H_{o:}$ There is no significant relationship between total quality management and customer retention in Cadbury Nigeria Plc

3. RESEARCH METHODS

This study adopted the descriptive survey research design. The study covers the 1,000 staff in Cadbury Nigeria Plc. These include the following department within the organization; production department, purchasing department, finance department, marketing department and research and development department. A sample size of 202 staff in Cadbury Nigeria Plc representing about 10% of the target population was drawn while the stratified sampling technique was used as the sampling technique. Data were sourced from primary and secondary sources.

The instrument used for the study was a questionnaire developed by the researcher and titled: Total Quality Management on Customer Satisfaction Questionnaire (TQMCSQ). The instrument was divided into three parts of section A and B Section A deals with personal profile

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of the respondents which contained data such as age, sex, marital status, educational qualification, and years of experience of the respondents while Section B of the questionnaire (TQMCSQ) contained 12 items. The 12-items were rated on a five point scale of Strongly Agree - 5, Agree –4 Undecided-3, Disagree - 2 and Strongly Disagree - 1. The content validity of this instrument was carried out by my project supervisor. The instrument was subjected to a test–retest reliability test. Pearson Product Moment Correlation (PPMC) technique was used to test the hypotheses. The Statistical Package for Social Sciences (IBM SPSS® version 23) was used to test the hypotheses.

4. RESULT

Test of Hypothesis

Hypothesis 1:
(H_0): There is no significant relationship between total quality management and customer satisfaction in Cadbury Nigeria Plc.
H_1: There is a significant relationship between total quality management and customer satisfaction in Cadbury Nigeria Plc.

Table 1: Relationship Between Total Quality Management and Customer Satisfaction in Cadbury Nigeria Plc

Variables	n	$\overline{X}$	S.D	r-cal	r-crit	d.f	Sig level	Remarks
Total quality management	202	4.10	1.072	0.972*	0.195	200	0.05	Null hypothesis rejected
Customer satisfaction		3.84	.850					

. Correlation is significant at the 0.05 level (2-tailed).** ***D.f =n-2 =202-2=200

***Note**: Pearson r- coefficient ± 0.00 - 0.39 = Weak relationship*
Pearson r- coefficient ± 0.40 - 0.69 =Moderate relationship
Pearson r- coefficient ± 0.70 - 1.00 =Strong relationship

The data in Table 1 showed that the mean ($\overline{X}$) and the standard score (S.D) of the respondents (N=202) were 4.10 and 1.072 for total quality management and 3.84 and .850 for the customer satisfaction. The calculated r-coefficient of 0.972 is greater than the critical-r of 0.195 at a degree of freedom (df) of 200 and 0.05 level of significance. Therefore, the null hypothesis was rejected. This indicated that there is a significant relationship between total quality management and customer satisfaction in Cadbury Nigeria Plc.

Hypothesis 2:

H_0: There is no significant relationship between total quality management and customer patronage in Cadbury Nigeria Plc.

H_2: There is a significant relationship between total quality management and customer patronage in Cadbury Nigeria Plc.

Table 2: Relationship between Total Quality Management and Customer Patronage in Cadbury Nigeria Plc

Variables	n	$\overline{X}$	S.D	r-cal	r-crit	d.f	Sig level	Remarks
Total quality management	202	3.55	1.335	0.983*	0.195	200	0.05	Null hypothes is rejected
Customer patronage		3.76	1.161					

***. Correlation is significant at the 0.05 level (2-tailed). D.f =n-2 =202-2=200**

***Note*:** *Pearson r- coefficient ± 0.00 - 0.39 = Weak relationship*
Pearson r- coefficient ± 0.40 - 0.69 =Moderate relationship
Pearson r- coefficient ± 0.70 - 1.00 =Strong relationship

The data in Table 2 showed that the mean ($\overline{X}$) and the standard score (S.D) of the respondents (N=202) were 3.55 and 1.335 for total quality management and 3.76 and 1.161 for customer patronage respectively. The calculated r-coefficient of 0.983 is greater than the critical-r of 0.195 at a degree of freedom (df) of 200 and 0.05 level of significance. Therefore, the null hypothesis was rejected. This indicates that there is a significant relationship between total quality management and customer patronage in Cadbury Nigeria Plc.

Hypothesis 3:

H_0: There is no significant relationship between total quality management and customer retention in Cadbury Nigeria Plc.

H_3: There is a significant relationship between total quality management and customer retention in Cadbury Nigeria Plc.

Table 3: Relationship between Total Quality Management and Customer Retention in Cadbury Nigeria Plc

Variables	n	$\overline{X}$	S.D	r-cal	r-crit	d.f	Sig level	Remarks
Total quality management	202	3.36	1.118	0.958*	0.1.95	200	.0.05	Null hypothesis rejected
Customer retention		3.93	.1.072					

***. Correlation is significant at the 0.05 level (2-tailed). D.f =n-2 =202-2=200**

***Note*:** *Pearson r- coefficient ± 0.00 - 0.39 = Weak relationship*
Pearson r- coefficient ± 0.40 - 0.69 =Moderate relationship

Pearson r- coefficient ± 0.70 - 1.00 =Strong relationship

The data in Table 3 showed that the mean ($\overline{X}$) and the standard score (S.D) of the respondents (N=202) were 3.36 and 1.118 for total quality management and 3.93 and .1.072 for customer retention respectively. The calculated r-coefficient of .958 is greater than the critical-r of .195 at a degree of freedom (df) of 200 and 0.05 level of significance. Therefore, the null hypothesis was rejected while the alternate hypothesis was accepted. This indicates that there is a significant relationship between total quality management and customer retention in Cadbury Nigeria Plc.

5. DISCUSSION

The result in hypotheses one showed that there is a significant relationship between total quality management and customer satisfaction in Cadbury Nigeria Plc. The result is in line with that of Uko (2018) who found that the elements of the predictor variable significantly influence that of the criterion variable. The result is in line with that of Onyango (2016) who found a relationship between TQM practices and performance of commercial banks' in Kenya, i.e. TQM practices anticipate 12.3 % of profitability of commercial banks' and 9.7 % of market share of commercial banks' in Kenya.

The result in hypotheses two showed that there is a significant relationship between total quality management and customer patronage in Cadbury Nigeria Plc. The result agreed with that of El-Moneim, El-Tohamy and Atef (2015) who found a significant impact of all TQM principles on the overall hospital effectiveness ($p < 0.05$).

The result in hypothesis three showed that there is a significant relationship between total quality management and customer retention in Cadbury Nigeria Plc. The result supported that of Olawole (2017) who found that tolling technologies lacked the modern usage of total quality management in the small scale company, also how the management of Rolling technologies have just been using a one man business discretion without consulting the theory of total quality management or a knowledgeable TQM experts who knows much about how it could be used in a small business.

6. CONCLUSION

Total quality management has now become an important aspect of management due to increased competition among companies and quality issues associated with company operations; the survival of a business mainly depends upon the quality associated with the product. Based on findings, it is concluded that there is a significant relationship between total quality management and customer satisfaction, customer satisfaction and customer retention in Cadbury Nigeria Plc. Furthermore, changes in total quality management can be attributed to satisfaction, patronage and retention in Cadbury Nig Plc.

7. RECOMMENDATIONS

The following recommendations are made on the study:

1. The Cadbury Nigeria Plc management should be enlightened on the importance of total quality management practices on Customers' Satisfaction to enhance the level of top management commitment for greater institutional performance.
2. The Cadbury Nigeria Plc should also increase the level of employee involvement in the organisation decision without ceding greater powers to the staff.
3. Since customer focus has an effect on organizational performance, it is necessary for managements of The Cadbury Nigeria Plc to conduct a research to find out customer needs (staff needs), provide clear channels of communication and address customer complaints on time.
4. Total Quality Management must be clear so that the customers and Staffs of the organization can also understand them through consistent and well thought out orientation programmes.
5. Customer Satisfaction should be continuously observed and its outcomes incorporated

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