

TOTAL QUALITY MANAGEMENT ON EMPLOYEE SATISFACTION OF FEMALE STAFF IN DANGOTE PLC IBESE, OGUN STATE

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Abstract: *This study examines the impact of total quality management on organisational performance of female staff in Dangote cement plc. Ibeese, Ogun State. A survey design was adopted for the study where questionnaire was the instrument used to elicit information from 70 female staff of three units in Dangote Plc Ibeese (i.e. Cement, Agro-Sack and Transportation). The sample size decision was based on Taro-Yamane (1967) sample size determination. A convenience sampling technique was used to select the respondents based on gender and age. Two (2) modified and adapted instruments tagged Survey on the Implementation of Total Quality Management and an instrument with variables regarding organizational performance by Lau & May (1998) were used for data collection. Product moment correlation and multiple regression analyses were used in analyzing the data collected. This result shows that there is a positive and significant relationship between management commitment, staff orientation, employees' commitments and employee satisfaction. Furthermore, a unit increase in management commitment, staff orientation and employees' commitment will cause 2.189, 3.015 and 3.816 unit increases in female employee satisfaction provided other independent variables are held constant. It was concluded that total quality management practice has significant impact/contribution on female employee satisfaction. The study therefore recommended among others that top management should actively participate in quality management activities, strongly encourage female employee involvement in quality management activities, pursues long term business success and discusses many quality related issues in top management meeting.*

Keywords: Total Quality Management, Organisational Performance, Operational Efficiency, Employee Satisfaction

1.0 INTRODUCTION

In response to increase global pressures customers' demanding superior quality of products and services, the global market place has become very competitive, many organizations have adopted practices such as total quality management (TQM), and benchmarking. Many scholars claim that managers can implement TQM in any organization in any sectors of the economy such as manufacturing, service, education, and government (Dean & Bowen, 1994), and that it generates improved products and services, more satisfied customers and employees, reduced costs, improved financial performance, enhanced competitive, and increased productivity (Zu, 2009). The pioneers in TQM, such as Deming, Juran, Cosby and Feigenbaum, highlighted the importance of the quality philosophy as an essential competitive weapon for the transformation of an organization.

Total Quality Management (TQM) is a philosophy and set of guiding principles that represent the foundation of an excellent organisation and to ensure survival of industrial organisations in the competitive economy of today (Besterfield, 1999). Total Quality Management is a technique that underscores the continuous improvement of product and service quality to satisfy customers and enhance productivity. The emergence of Total Quality Management has been one of the most significant developments in recent management practice. The focus on the development of Total Quality Management (TQM) systems appears to have begun around 1980 in response to Global competition and stiff rivalry in the manufacturing subsector arising from Japan (Easton and Jarrell, 1998). In the last three decades, Total Quality Management has become pervasive and widely accepted in manufacturing, services, government, healthcare and banking subsectors of the developed economies (Fotoponlam & Psomas, 2009). Al-swadi and Mahmood (2012) and Temtime (2003) assert that continuous attention has been given to TQM in the industrialised countries but researchers investigated quality practices in the developing countries in the last ten years.

According to Moballegbi and Moghaddam (2011), there is a growing awareness that a well-designed and well-executed Total Quality Management process is one of the most effective routes to increase product and service quality, productivity and profitability. However, many organisations are still mired in “quality confusion”. This scenario is a common phenomenon in Nigeria. Quality of products has been identified as one of the critical determinants affecting the performance of most organizations in Nigeria. In response to the poor quality and substandard products in wide circulation alongside the attendant adverse effect on the lives of the citizens and the economy, Nigerian government established the legal and the institutional framework to curb the ugly trend and menace in the country. The Government of Nigeria set up regulatory agencies such as Standard Organisation of Nigeria (SON), National Agency for Food, Drug and Administration Control (NAFDAC), Nigerian Drug and Law Enforcement Agency (NDLEA) and Consumer Protection Council to safeguard the unsuspecting public against unethical practices and improve the quality of goods and services produced by business organizations.

Most business organization within the manufacturing and service industries have in one time or the other experienced a drop in their level of productivity while some are still suffering from it till today. At one time, managers believed that there was an inevitable trade between productivity and quality. They thought that the two were diametrically opposed, that is, increasing one means decreasing the other. Today however through a systematic application of TQM, effective managers consider productivity and quality as two sides of the same coin, that is, increasing one meant increasing the other (Moballegbi & Moghaddam, 2011).

According to Fauzia, Abid and Faisal (2014) the growing number of employee empowerment and top management and active participation of team-work in the organizations, firms are under top management to consider the total quality impact of their products and processes throughout the total quality management practices. Top management and employee empowerment, job performance are three important reasons for firms to adopt Total quality management practices. Customer’s focus and leadership commitment and team work also provide motivations for the total quality management principles in India (Fauzia, Abid & Faisal, 2014).

Productivity simply means the ratio out-put (that is the quantity of goods and services produced) to input (that is the quantity of labour, capital, energy). A manufacturer is faced with the problem of product development or modifications that do not meet the required specifications of a quality product, embodies all its characteristics would definitely have to devise a means of preventing waste, cost re-mark. In such a situation, the ratio of resource input would be higher than what the manufacturers produce as output. More resources will be wasted as a result of rework in trying to manufacture a quality product. This level of productivity would be adversely affected, similarly, in the service industry, firms that render quality customers services are also confronted with the problems of cost of quality which makes it difficult for them to achieve a positive growth of productivity.

Performance measurement is critical for the organizational effectiveness. Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Organizational performance involves the recurring activities to establish organizational goals, monitor progress toward the goals, and make adjustments to achieve those goals more effectively and efficiently. While examining the relationship between quality principles and practices and performance, scholars have used different performance types such as financial, innovative, operational and quality performance (Rula, 2017).

Rula (2017) measures organisational performance with two performance variables, which are the satisfaction level measured by employee satisfaction, and operational performance results which will be measured by operational efficiency. A brief description of each measure was discussed but the focus of this study will be on the satisfaction level:

Operational Efficiency: It is the company converts inputs into outputs in the form of products and services more valuable than the value of the inputs through the conversion processing. Operational efficiency was measured by following indicators: - unit cost, quality, delivery, flexibility, and speed of new product introduction.

Employee satisfaction: is a measure of how workers are pleased with their job and working environment. Different factors influencing employee satisfaction such as: working condition, job safety and security, rewards system and career development. However, this study was focused on the satisfaction level which was measured by employees’ satisfaction.

For total quality management to be successful there has to be Top management commitment to it. In many cases, where total quality management is practiced, management often show signs of greater commitment of determination to achieve the success. Most of the companies that practice total quality management pursued their total quality management efforts for 10 years before seeing returns. This may be due to pressures faced by management to set priorities that will help to maintain or improve company’s performance. Total quality management application requires that management dedicate time, money, labour and other resources, since this is the case, total quality management often conflicts with higher priorities or initiatives. Consequently, management may out of necessity or convenience redirect its attention or resources to other priorities. Another problem that is associated with total quality

management practice which invariably has a dwindling effect on performance is lack of skill and knowledge about the market. Inadequate market orientation has caused many organizations a lot in terms of high cost of rework. Before providing services or development of product, some organizations failed to conduct market research to know the market requirements and specifications, thus affect their level of productivity.

The successful findings of this research work will throw more light into the needs for effective Total Quality Management. Management of any company concern, in that they will understand the effects of TQM on their productivity as an organisation which will help in the formation of the right policies and development of the right strategies.

Lastly, it appears that the general feeling concerning total quality management is that employee cooperation is not recessively needed. Total quality management is seen as a culture which requires management to losing reigns and give employee greater role in managing the firm. This study therefore determines the statistical impact of Total Quality Management on Organisational productivity, reference to Federal Polytechnic, Ilaro.

Research Hypotheses

The following hypotheses were formulated to guide the conduct of this research:

- H0₁: There is no positive relationship between Top Management commitments (leadership) and organizational performance.
- H0₂: There is no significant effect of staff orientation on organizational performance.
- H0₃: There is no relationship between employees’ commitment and organizational performance.

2.0 METHODOLOGY

A survey design was adopted for the study where questionnaire was the instrument used to elicit information from 70 female staff of three units in Dangote Plc Ibese (i.e. Cement, Agro-Sack and Transportation). The sample size decision was based on Taro-Yamane (1967) sample size determination. A convenience sampling technique was used to select the respondents based on gender and age. The age range of the respondents is between 21-50 years. Two (2) modified and adapted instruments tagged Survey on the Implementation of Total Quality Management and an instrument with variables regarding organizational performance by Lau and May (1998) were used for data collection. Product moment correlation and multiple regression analyses were used in analyzing the data collected.

3.0 RESULTS AND DISCUSSION

Regression Coefficient Table (ANOVA)

Variable	Coefficient	t	Sig
Constant	20.964	6.256	0.000
MANCOMM	2.189	3.556	0.000
STAFFORIN	3.015	4.091	0.000
EMPCOMM	3.816	3.889	0.000
R = 0.711			
F = 42.715		R-Squared = 0.5055	Adjusted R-Squared = 0.5022
		Sig. = 0.000	

Source: Author’s computation, SPSS. (2019)

The result in table 6 shows the regression coefficient for management commitment to be 2.189 with t-value of 3.556 and sig value (p-value of 0.000). The regression coefficient for staff orientation is 3.015with t-value of 4.091 and sig value (p-value of 0.000) and the regression coefficient for employees’ commitments is 3.816with t-value of 3.889 and sig value (p-value of 0.000).

Discussion of Results

This result shows that there is a positive and significant relationship between management commitment, staff orientation, employees’ commitments and employees’ satisfaction. Furthermore, a unit increase in management commitment will cause 2.189 unit increases in employees’ satisfaction provided staff orientation and employees’ commitments are held constant. In the same vein, a unit increase in staff orientation will cause 3.015 unit increases in employees’ satisfaction provided other independent variables are held constant. Also, a unit increase in employees’ commitment will cause 3.816 units increase in employees’ satisfaction provided management commitment and staff

orientation are held constant. All the variables are significant with p-values (sig value) less than 5% significance value.

The correlation coefficient is 0.711, which indicates that there is a strong positive relationship between joint effect of management commitment, staff orientation, employees' commitment and employees' satisfaction. Also, about 50.55% variation in employees' satisfaction is attributed to joint effect of management commitment, staff orientation and employees' commitment.

Moreover, the F-value is 42.715 with sig value of 0.000 shows that the model is sufficient and adequate in relating the variables (dependent and the independent variables) under study. This is in line with Fauzia, Abid and Faisal (2014) that the growing number of employee empowerment and top management and staff orientation in the organizations, firms are under top management to consider the total quality impact of their products and processes throughout the total quality management practices.

Top management and employee empowerment, staff orientation are three important reasons for firms to adopt Total quality management practices. Customer's focus and leadership commitment and staff orientation enhances organisational performance (Fauzia, Abid & Faisal, 2014).

Hence, we can now accept the null hypotheses for the three hypotheses because all of them are significant. We then conclude that:

- i. There is positive relationship between top management commitment (leadership) and organizational performance.
- ii. There is significant relationship between staff orientation and organizational performance.
- iii. There is positive relationship between employees' commitment and organizational performance.

4.0 CONCLUSION

Total quality management is a philosophy and principle that guide organization in ensuring quality service delivery and effective organization performance. Based on the result of this study, it was concluded that total quality management practice has significant impact/contribution to employees' satisfaction.

Effective total quality management practice through adequate staff orientation, maximum commitment of management and employee commitment to service delivery will facilitate employees' satisfaction of Federal Polytechnic Ilaro and other organizations.

Where management has reasonable level of commitment to quality performance and employs appropriate measure to engender the commitment of employers to quality works, the overall organizational performance will be high.

5.0 RECOMMENDATIONS

It has been found that top management commitment can positively influence organizational performance. Top management should actively participate in quality management activities, strongly encourage employee involvement in quality management activities, poses long-term business success and discusses many quality related issues in top management meeting. Organization should continually train its staff, allocating firm resources to training on quality payoff as professional employees know advanced statistical technique, concept of quality basic characteristics of the firm. Furthermore, treating employee as a valuable resource increase their loyalty to the firm, motivate them and make them proud of their job, improve their work related performance, decreases absenteeism and reduces intention to quit.

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