

Total Quality Management and the Performance of Tropical General Investments Limited in Lagos State

¹Edema Friday; Mojisayo Abimbola²; & Jenyo G. K.³

^{1,3}Department of Business Administration,
Faculty of Social and Management Sciences,
Anchor University Ayobo Lagos

²Leeds Trinity University Horsforth Leeds LS18 5HD

For correspondence, email: [@gmail.com](mailto:fridayedema@yahoo.com)

Abstract

The growing demand for quality products and services has made Total Quality Management (TQM) a critical practice across various sectors in Nigeria. This study examined the impact of TQM practices on the performance of Tropical General Investments Ltd in Lagos State, focusing on three key dimensions: Customer Focus, Continuous Improvement, and Quality Assurance. The objectives were to determine how these dimensions influence organizational performance indicators such as productivity, profitability, and customer satisfaction. A cross-sectional survey design was employed, and data were collected through a structured questionnaire administered to 190 staff across departments, of which 128 were retrieved and analysed, representing a 67.4% response rate. Instrument validity was ensured through expert review, while reliability was confirmed using Cronbach's Alpha with Customer Focus, 0.876, Continuous Improvement, 0.860, Quality Assurance 0.880 and organisational performance 0.943 and factor analysis. Data analysis was conducted using descriptive statistics, Pearson correlation, and regression analysis. The findings revealed that all three TQM dimensions significantly and positively influence organizational performance. Quality Assurance emerged as the strongest predictor, accounting for 43.4% of the variance in performance, followed by Customer Focus (30.7%) and Continuous Improvement (30.4%). The study concludes that TQM is a strategic tool for enhancing efficiency and sustaining competitive advantage. It recommends that organisations TQM practices by strengthening customer engagement, fostering a culture of continuous improvement, and maintaining rigorous quality assurance standards. Future research should extend this study across different organizational contexts and industries to provide broader insights into the effectiveness of TQM practices.

Keywords: Total Quality Management, Customer Focus, Continuous Improvement, Quality Assurance, Organizational Performance

INTRODUCTION

Previous study indicates that total quality management became popular during the 1980s purposely to deliver service or product value to customers (Jurado & García-Estrada, 2021). From those years the concept of total quality management has evolved and developed and has since in most organizational settings which include schools, motorway maintenance, hotel management, churches and banking institutions. Therefore, across all organizations globally, major developments indicate the need for firms to embrace total quality management due to the ever-changing customer demands and aspirations.

Currently, total quality Management has been found very useful to businesses and it perceives quality management entirely from the point of view of the customer (Juan-Luis et al., 2023; Jurado & García-Estrada, 2021). Previous study confirmed doing it right is strategic because it saves time especially during implementations (Adam, 2017). The practice of total quality management has since been demanding quality in all dimensions of the organization's activities with things done as desired from the onset and any wastage and spoilages being kept to the very minimum during routine business (Adeoti, 2018). Total Quality Management (TQM) has been conceptualized as a method that requires participation from all levels of employees, to continuously enhance the quality of delivered products (Yusuf & Hassan, 2018). It has been confirmed as management philosophy that helps organizations produce efficient and quality products by enhancing quality, with the aim of raising standards to meet customer satisfaction (Utami, Novita, & Ratnawati, 2021). According Avana, Zandi, and Katehakis (2021), TQM is a collection of strategies and action plans used to remove variances in processes to increase reliability, efficiency and quality. as well as other sectors, including the hospitality sector (Sin, Osman, & Ramayah, 2021).

Therefore, the study considers the three dimensions of total quality management which are: Customer focus, continuous improvements and Quality assurance. Tavana, Zandi, and Katehakis, (2021) espouse continuous improvement includes some key elements like customer focus, an individual's wellbeing including their physical health and mental peace, total involvement, and process improvement. Customer focus can be described as one of the most significant elements of total quality management that helps the authorities of business organisations to understand the needs of the consumers (Basheer et al., 2019). Quality assurance represents the process where products, services, and procedures are ensures to meet required standards. Organisation performance deals with achieving a specific goal. within a specific timeframe

Continuous improvement encompasses certain main aspects such as being customer-focused, the personal wellbeing of an individual including bodily wellbeing and mental tranquilly, complete engagement, and enhancing processes (Tavana et al., 2021). The quality assurance term has been theorised as the systematic process of assuring that products, services and processes were up to the required standards.

However, the challenge that comes from lack of adoption of quality management has created issues and concern for businesses across different sectors. It appears that most companies have not seen TQM as strategic organizational culture and a way of thinking for better performance. This failure to enshrine this thinking approach makes Total Quality Management as inevitable aspect of management decisions and production processes to face some defects. Besides, firms such as Tropical General Investment Limited seem not see the relevance of TQM which could lead to loss of resources and a lack of high-quality delivery. Hence, the need to conduct this study by examining the influence of total quality management on Tropical General Investment Limited performance in Lagos state. This study differs from previous studies by Adegbite and Adeyemi (2019) that investigated the role of leadership commitment in TQM adoption within the Nigerian banking sector. A study by Eze and Edeh (2017) explored the relationship between employee involvement in decision-making processes and organisational performance in Nigerian small and medium enterprises (SMEs). Similarly, Ajayi et al. (2021) investigated the role of employee training and empowerment in fostering a TQM culture within the Nigerian oil and gas sector. This departure from other scholars involves investigating TQM dimensions customer focus, continuous improvement and quality assurance on Tropical General Investments Ltd in Lagos State overall performance. as it overall performance.

LITERATURE REVIEW

According to Smith (2021) the term quality has been considered as the key to efficiency in both local and global markets. It is also an essential element for the continuity of organizations. By improving performance, reducing defect rates, and optimizing resources, gaining customer satisfaction, increasing their competitiveness, and ultimately improving their profitability. As Brown (2021) opined that in today's modern age, it has become increasingly important for organizations of all sizes and ages to implement total quality management (TQM). Even start-up companies should embrace this approach to survive and thrive in the business market, maximize the use of limited resources and achieve the highest levels of productivity and customer satisfaction, leading to organization performance (Hammood & Dammak, 2023). Johnson (2021) affirmed that total quality management (TQM) is no longer a luxury, but a necessity for organizations to succeed in today's competitive market. By implementing TQM principles, organizations can improve their performance, enhance their reputation, and increase their profitability. This is achieved by focusing on customer satisfaction, optimizing resources, and reducing defect rates. However, different scholarly definitions have been offered to the concept of total quality management as the ongoing procedure of identifying and minimizing or eradicating defects in the manufacturing process (Barone, 2023). Similarly, Watt (2020) theorized it as the managerial strategy aimed at ensuring lasting success by consistently delivering high-quality products and services that exceed customer expectations and result in exceptional customer satisfaction.

Following the above, Sarmast, Mohammadi, and Asadi (2021), opined that total quality management represents an approach focused on quality, involving all members of an organization, and aiming for long-term success through customer satisfaction and wide-benefits across the organization and society. Accordingly, TQM entails the use of systematic tools and approaches for managing organizational processes with these goals in mind, as well as the

establishment of structures such as quality improvement teams and councils for maintaining focus on these goals and enacting organizational policies.

Total Quality Management Dimensions

Brown (2021) explained that in the contemporary age, total quality management (TQM) is an essential process in any organisation of any size and age. This approach is necessary to the new ventures to survive and flourish in the market, maximise limited resources, and attain greater productivity and customer service, therefore, enhancing organisational performance (Hammood and Dammak, 2023). Johnson (2021) confirmed that total quality management (TQM) is no longer a luxury, but it is what organisations need to prosper in the current competitive market. Through TQM principles, organisations would be able to work better, become better in their reputation, and be more profitable (Fraohat et al., 2023). It is done through the customer satisfaction focus, resource optimization, and lowering the defect rates (Fraohat et al., 2023).

Customer Focus

Customer focus is the key factor of total quality management which enables the authorities of business organizations to know the demands of the consumers (Basheer et al., 2019). Customer focus refers to the interactive viewpoint or outlook between the customer and the seller. Total quality management ensures the seller sells their product to the customers based on their primary requirements. According to the view given by Dewnarain et al., (2019), the performance of an organization and quality of their products can be improved or enhanced if they are focusing on factors such as customer needs and customer satisfaction. The total quality management team could generate a strategy focusing on the customers' requirements and their beliefs on the brand. The products of any manufacturing company are made to satisfy the customer's needs (Dawabsheh et al., 2019). As opined by Dewnarain et al., (2019), the method of introducing new ideas to the products of the organization can help any organization win against other organizations to get a huge number of customers. As such to Sin, Osman, and Ramayah, (2021), agreed that customer focus is favorably correlated with organization performance.

Continuous Process

The improvement of products and services should be done based on those identified mistakes as well as the process of manufacturing needs to be improved. The process of total quality management should be included in the improvement of the quality of the products, as well as the assessment of organisational performance (Shams, 2017). As per the view of Gamini and Rajapaksa (2020), all the workers working at different levels of the organization need to put in a continuous effort to achieve the desired goal of a firm. Continuous improvement requires having in place procedures that will assist the staff to get better quality results from their effort. The main aim of total quality management is to ensure that the right decision is made at the right time, every time resulting in improved service. Tavana et al., (2021) has stated that continuous improvement includes some key elements like customer focus, an individual's

wellbeing including their physical health and mental peace, total involvement, and process improvement. This indicates that process improvement is a methodical approach where inefficiencies or bottlenecks in existing business processes are identified, analyzed, and redesigned to enhance efficiency, effectiveness, and agility through the implementation of necessary changes after examining the root causes of these issues (Kissflow, 2023). According to Izquierdo (2022), continuous improvement entails identifying specific areas within the organization where current business processes exhibit deficiencies or shortcomings.

Quality Assurance

Quality assurance within the context of TQM refers to the planned and systematic activities aimed at ensuring that products, services, and processes meet or exceed predefined quality standards. Gillis (2023) defines quality assurance (QA) as a systematic procedure aimed at assessing whether a product or service fulfills predetermined requirements. While Westland (2022) viewed it as a quality management process that involves setting standards, guidelines, and procedures to proactively prevent quality issues and uphold the integrity of the product or service throughout its development. For Tropical General Investment Ltd to remain competitive in the increasingly competitive manufacturing sector, implementing quality assurance in specific areas is crucial. First, supplier quality management is essential to ensure raw materials meet required standards before entering the production process. This can be achieved through a supplier certification program, regular audits, and establishing clear quality benchmarks. Benchmarking is the process of comparing performance information within the organization as well as outside the firm (Utami, Novita, & Ratnawati, 2021).

Concept of Organisational Performance

The concept of an organization can be understood as a group of individuals organized and managed in a structured manner to fulfill the needs of consumers or achieve common goals (Nwachukwu & Nwadihoha, 2021). Organizational performance refers to the overall effectiveness, efficiency, and achievement of an organization in meeting its objectives and delivering desired outcomes. It refers to the capacity of an organization to achieve its objectives and maximize outcomes (Miles, 2022). Organizational performance is a multifaceted construct that reflects the degree to which an organization achieves its objectives across various dimensions. It encompasses indicators such as financial performance, customer satisfaction, employee productivity, innovation, and market competitiveness. Each of these indicators provides a unique perspective on an organization's success and contributes to a holistic evaluation of its overall effectiveness.

Ahmad et al. (2021) further highlights the importance of robust financial management in multinational corporations (MNCs), noting that consistent revenue growth and effective cost control are critical for sustaining competitive advantage in volatile markets. Moreover, financial health underpins an organization's ability to invest in innovation, attract investors, and retain talent, thereby influencing other dimensions of performance.

Morgeson et al. (2020) expand on this by highlighting the role of personalized experiences and responsiveness in enhancing customer satisfaction. In today's highly competitive global

markets, organizations that prioritize customer-centric strategies are better positioned to build long-term relationships and sustain market leadership. Moreover, the increasing influence of digital technologies and social media platforms has amplified customers' voices, making it imperative for organizations to continuously monitor and adapt to customer feedback.

Innovation is a key indicator of an organization's ability to create new products, services, and processes that drive value creation and competitive advantage. Chesbrough (2020) introduces the concept of open innovation, which involves leveraging external partnerships and networks to enhance an organization's innovation capacity. This approach has gained prominence among MNCs, which often operate in complex, resource-intensive environments that demand collaborative and agile innovation strategies. Indicators of innovation performance include the number of new product launches, patent filings, and research and development (R&D) expenditures (Adekunle & Adjaino, 2025).

Theoretical Framework

The theories that underpinned this study are Juran's Total quality management theory

Juran's Total Quality Management Theory

The Total Quality Management (TQM) theory developed by Joseph M. Juran in 1951 has played a pivotal role in shaping modern quality management practices. Juran's approach emphasizes the integration of quality planning, quality control, and quality improvement into organizational processes, which he collectively referred to as the "Quality Trilogy" (Juran, 1988). This framework remains foundational for understanding how organizations can improve the quality of their products and services systematically.

Juran's Quality Trilogy consists of three core principles: quality planning, quality control, and quality improvement. These principles were designed to ensure that quality is ingrained in every aspect of an organization, from product design to production processes and customer service. Through these principles, Juran introduced a strategic framework for organizations to achieve continuous improvement in quality (Beckford, 2010).

Today, Juran's Quality Trilogy continues to influence best practices in total quality management across industries worldwide. The theory's broad applicability makes it relevant not only to manufacturing but also to service industries and various organizational sectors (Juran, 1992). It provides a structured yet flexible approach for managing quality that emphasizes continuous improvement, customer satisfaction, and leadership involvement in quality decisions.

The Total Quality Management theory has practical benefits to businesses and understanding on how organizations can systematically manage quality across all functions. The theory applicability Tropical General Investments Ltd establish the need for Quality that makes for improve products and services, foster a culture of continuous improvement, and ensure that quality remains a core focus at all levels of the organization. The continued relevance of Juran's

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theory in Tropical General Investments Ltd underscores its lasting impact it will have in achieving operational excellence (Beckford, 2010; Juran, 1988).

Empirical Review

The empirical review by Utami, Novita, and Ratnawati, (2021) examined Total quality Management application in SME (Small Medium Enterprise) sector in Indonesia, where they concluded that TQM implementation can improve the competitive advantage of the SME. Similarly, Nugroho & Nurcahyo (2018) also did a research in SME in Indonesia where they concluded that TQM implementation can improve the financial performance of SME. On the other hand, Klute-Wenig et al. (2020) sought to test the effect of applying TQM dimensions, including employee training, continuous improvement, and planning and training, on the performance of small organizations and start-up companies. The study found that implementing a quality management system in small companies using a scientific approach leads to their success and continuity. The study recommended the necessity of providing specialized training for all involved in planning for TQM and executing plans. The study by Utami et al. (2021) aimed to test the impact of Total Quality Management (TQM) dimensions (employee motivation, employee participation and empowerment, training, customer focus, strategic quality planning, and measurement and analysis) on the business performance of startups operating in Serbia with its dimensions (customer satisfaction, profitability, environment, and society). The study found that all TQM dimensions examined had a significant impact on the performance of startups operating in Serbia.

In another study, Kuncoro (2021) investigated the relationship between TQM practices dimensions (customer focus, continuous improvement, training, participation) and innovation performance in startups by reviewing relevant literature. The study highlighted the importance of TQM in enhancing organizational innovation in general and startup innovation in particular. The study recommended the provision of necessary resources to implement TQM and appropriate training for all employees in organizations. Based on the general view, it has been established that TQM Practices and Organizational Performance in Nigeria has been found to be very strategic. In another significant study, Adegbite and Adeyemi (2019) investigated the role of leadership commitment in TQM adoption within the Nigerian banking sector. Their research established that leadership commitment is a critical determinant of successful TQM implementation, influencing both employee motivation and service quality. The study recommended that top management should prioritize TQM as a strategic objective to enhance competitiveness. Based on employee involvement, as a dimension of TQM, has been recognized as a critical factor for achieving organizational success in Nigeria.

Similarly, Ajayi et al. (2021) investigated the role of employee training and empowerment in fostering a TQM culture within the Nigerian oil and gas sector. Their results indicated that continuous training programs and employee empowerment are essential for instilling a quality-oriented mindset, which in turn enhances operational efficiency and organizational adaptability.

METHODOLOGY

The research employed a cross-sectional design, which allowed the researcher to observe and determine the strength and direction of the relationship between the predictor variables and the criterion variables of the study (Bryman, 2016). This is accompanied with survey design to collect data from sampled respondents. The study adopted cross-sectional research design to examine the correlations or associations between variables without manipulating them (Bryman, 2016). The study leaned towards the positivism philosophy that prioritized objectivity and use of quantitative research approach and use statistical methods to test hypotheses. The study population comprises of 190 from management, Senior and Junior staff of Tropical General Investment Ltd in Lagos. These individuals possess knowledge and experience relevant to the research topic and can provide valuable insights into the impact of total quality management on firm performance The study questionnaire was designed in line with the study research objectives by incorporating validated Likert scales to measure the items. The questionnaire was administered to participants (management, senior staff, and junior staff) by using three weeks to submit and retrieved it from the respondents. The questionnaire was developed based on established theoretical frameworks and validated instruments from existing literature (Creswell, 2014).

Table 1: Study Population

NO	DEPARTMENTS	POPULATION
1	Operations	50
2	Sales and Marketing	40
3	Quality Control	30
4	Human Resources	20
5	IT/Technical Support	15
6	Finance	25
7	Other	10
	Total	190

Source, (Tropical General Investment Ltd Lagos, Human Resource Department 2025)

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Stratified random sampling was employed as the population were divided into relevant strata based on departments or administrative units to reduce the risk of not selecting the right sample, needed to achieve the study objectives. The sample size for the study was 128 participants. The formula used for allocating the sample size to each department is:

$$\text{Sample from each department} = \left(\frac{\text{Population of department}}{\text{Total population}} \right) \times \text{Total sample size}$$

This formula was chosen because it ensures that the number of participants selected from each department reflects the department's actual proportion within the overall population.

Table 2: Sample Size Calculation

Department	Population	Proportion of Total Population	Sample Size
Operations	50	50 / 190 = 0.2632	34
Sales and Marketing	40	40 / 190 = 0.2105	27
Quality Control	30	30 / 190 = 0.1579	20
Human Resources	20	20 / 190 = 0.1053	14
IT/Technical Support	15	15 / 190 = 0.0789	10
Finance	25	25 / 190 = 0.1316	17
Other	10	10 / 190 = 0.0526	6
Total			128

The reliability of the research instrument was established through Cronbach's Alpha analysis.

The calculated Cronbach's Alpha for the key constructs of the study, including customer focus, continuous improvement, quality assurance, and organizational performance, confirmed the reliability of the instrument. Below are the results of the Cronbach's Alpha analysis for each variable and the overall research instrument.

Table 3: Reliability index of Variables addressed in the study

Variables	No. of items	α - Value
1. Customer Focus	6	0.876
2. Continuous Improvement	6	0.860
3. Quality Assurance	6	0.880
4. Organisational Performance	7	0.943
5. All	26	0.944

Generally, a scale is said to be reliable if the Cronbach’s alpha value is 0.70 and above. Table 3.3 shows that the customer focus scale with six variables is reliable at an alpha value of 0.876. Similarly continuous improvement scale with seven variable is also reliable ($\alpha = 0.823$). Quality Assurance scale ($\alpha = 0.880$) and Organisational performance scale ($\alpha = 0.943$) with six and seven variables in their respective scales are also reliable. The whole Instrument with 26 items irrespective of the subscales was reliable at an alpha value of 0.944. These values suggest that the survey instrument has good internal consistency and reliability across all sections and confirms the instrument's reliability for the study. In this study, the validity of the structured questionnaire was established through content validity, construct validity, criterion validity, and face validity.

A pilot study was conducted to test the reliability and validity of the questionnaire. This preliminary test involved distributing the questionnaire to a small, representative sample of 63 respondents from Anchor University, Lagos. The results from the pilot study helped identify ambiguous or redundant items and confirmed that the instrument was capable of capturing relevant data accurately and consistently.

In order to ascertain the content and construct validity of the research instrument, factor analysis was conducted for the 4 rating scales in the research instrument. To ascertain the validity of scales of the questionnaire, a preliminary test was conducted to be sure that the data used is fit for the test. The KMO test above 0.50 is an indication that the data can be used for factor analysis test. The communalities values of 0.30 and above is an indication of a good communality among the variables. Total Eigenvalues above 1.0 was used for the factor extraction. The total variance explained indicates the Construct Validity of the scale while the content validity is explained the extracted component matrix variables or the rotated component matrix. The summary result of the factor analysis conducted for the various scales in the instrument (questionnaire) is presented in

Table 3.4

Table 3.4: Validity of the Scales in the Instrument

	Scale/construct	No. of Items	KMO	Communalities (Extraction Range)	Construct Validity (Total Variance explained)	Content Validity Range
a	Customer Focus	6	0.819	0.53 – 0.73	61.80%	0.75– 0.82
b	Continuous Improvement (with 18 factored out)	6	0.866	0.51 – 0.68	59.26%	0.71 – 0.83

	Scale/construct	No. of Items	KMO	Communalities (Extraction Range)	Construct Validity (Total Variance explained)	Content Validity Range
c	Quality Assurance	6	0.893	0.59 – 0.68	62.72	0.77 – 0.83
d	Organisational Performance	7	0.918	0.71 – 0.79	74.57	0.84 – 0.89

Table 3.4 shows the customer focus scale had a KMO value of 0.819 which is an indication that the data is fir for the test. A total of six items were in this scale, all items in the scale were retained. The communalities values for the six items in the scale ranges from 0.53 to 0.73. The scale has a Construct Validity of 61.80% while the Content Validity ranged from 0.75 to 0.83. This result shows that the Customer Focus scale Valid.

The Continuous Improvement Scale had a KMO value of 0.866 with communalities ranging from 0.51 to 0.68. The Construct Validity of that scale is 59.26% while the content Validity range from 0.71 to 0.83. The Continuous Improvement Scale is therefore valid.

Similarly, the Quality Assurance Scale has a KMO value of 0.893. The communalities values ranged from 0.51 to 0.68. The Construct Validity of that scale is 62.72% while the content Validity ranges from 0.77 to 0.83, making the Quality Assurance scale a valid scale.

The Organisational Performance Scale had a KMO value of 0.918 with communalities ranging from 0.71 to 0.79. The Construct Validity of that scale is 74.57% while the content Validity range from 0.84 to 0.89. The Organisational Performance Scale is therefore valid. This study employed both descriptive and inferential statistical techniques to analyze the data.

Descriptive statistics were used to summarize and organize the data collected through the structured questionnaire. Inferential statistics were employed through correlation and regression to test the hypotheses and determine the relationships between the predictor variables (e.g., customer focus, continuous improvement, quality assurance) and the dependent variable (organizational performance).

RESULTS AND DISCUSSIONS

Testing the Hypotheses

Customer focus has no significant influence on the performance of Tropical General Investments Ltd in Lagos State

Table Customer Focus Regression Analysis predicting performance of Tropical General Investments Ltd in Lagos State

Variable	Unsaturated Coefficients		Standardized Coefficients	t	P
	B	SE	Beta (β)		
Constant	1.603	0.256		6.267	0.000
Customer Focus	0.579	0.077	0.554	7.499	0.000

Note. (N= 128); Constant = 1.603; F (1, 127) = 56.232; $p < 0.001$; Adjusted $R^2=0.301$

The result of the regression analysis between customer focus and organisational performance as shown above indicated that customer focus explained a variance of 30.1% in the performance of Tropical General Investment Ltd ($R^2=0.301$; $F(1, 127) = 56.23$; $p < 0.001$). The result also shows that customer focus significantly predicts performance of Tropical General Investment Ltd ($\beta = 0.554$; $p < 0.001$)

The B value tells the amount of increase in organisational performance that would be predicted by one unit increase in customer focus. The result revealed that for 1 unit increase in customer focus, it is predicted there would be a corresponding 0.579 unit increase in organisational performance (if and only if other variables are held constant). The t- value ($t = 7.499$; $p < 0.001$) is an indication that the coefficients in this model (regression model) is significantly different from zero (since t is greater than ± 2 , there is a greater confidence in the result). Thus the corresponding predictor (customer focus) has a meaningful contribution to this model.

Based on the result obtained, the null hypothesis one is therefore rejected. The alternative is accepted. The result therefore implies that Customer focus significantly predicts the performance of Tropical General Investments Ltd in Lagos State.

Hypothesis Two

Continuous improvement has no significant impact on the performance of Tropical General Investments Ltd in Lagos State

Simple linear regression analysis was conducted to test the predictive power of continuous improvement on the performance of Tropical General Investments Ltd in Lagos State. the summary result of the analysis is presented in Table 4.10.

Table : Continuous improvement Regression Analysis predicting performance of Tropical General Investments Ltd in Lagos State

Variable	Unsaturated Coefficients		Standardized Coefficients	t	P
	B	SE	Beta (β)		
Constant	1.227	0.244		5.026	0.000
Continuous Improvement	0.681	0.072	0.642	9.411	0.000

Note. ($N= 128$) $Constant = 1.593$, $F (1, 126) = 54.814$, $p < 0.001$, $Adjusted R^2 = 0.298$

Table shows that continuous improvement explained a variance of 29.8% in the performance of Tropical General Investment Ltd ($R^2=0.298$; $F (1, 126) = 54.81$; $p < 0.001$). The result also shows that continuous improvement is a significant predictor of the performance of Tropical General Investment Ltd ($\beta = 0.554$; $p < 0.001$)

The B value in the result revealed that for 1 unit increase in continuous improvement, it is predicted there would be a corresponding 0.681 unit increase in organisational performance (if and only if other variables are held constant). The t- value ($t = 9.411$; $p < 0.001$) is an indication that the coefficients in this model (regression model) is significantly different from zero Thus the corresponding predictor (continuous improvement) has a significant positive contribution to this model.

The null hypothesis Two is therefore rejected and the alternative accepted. The result therefore implies that continuous improvement significantly predicts the performance of Tropical General Investments Ltd in Lagos State.

Hypothesis Three

Quality assurance practices have no significant effect on the performance of Tropical General Investments Ltd in Lagos State.

The result of the simple linear regression test conducted between quality assurance and organisation performance scale is presented in table 4.11

Table : Quality Assurance Regression Analysis predicting performance of Tropical General Investments Ltd in Lagos State

Variable	Unsaturated Coefficients		Standardized Coefficients	t	P
	B	SE	Beta (β)		
Constant	0.741	0.281		2.635	0.009
Quality Assurance	0.784	0.079	0.662	9.878	0.000

Note: N= 127; Constant = 0.741; F (1, 125) = 97.585 p < 0.001; Adjusted R² = 0.434

Table shows that the Quality assurance practices of Tropical General Investment Ltd explained a variance of 43.4% in the performance of Tropical General Investment Ltd ($R^2=0.434$; $F(1, 125) = 97.585$; $p < 0.001$). The result also shows that Quality assurance practices of the company is a significant predictor of the performance of Tropical General Investment Ltd ($\beta = 0.554$; $p < 0.001$)

The B value in the result revealed that for 1 unit increase in Quality assurance practices, it is predicted there would be a corresponding 0.784 unit increase in organisational performance (if and only if other variables are held constant). The t- value ($t = 9.878$; $p < 0.001$) is an indication that the coefficients in this model (regression model for hypothesis three) is significantly different from zero. Thus the corresponding predictor (Quality assurance practices) has a significant positive contribution to this model.

The null hypothesis three is therefore rejected and the alternative accepted. The result therefore implies that Quality assurance practices therefore significantly predict the performance of Tropical General Investments Ltd in Lagos State.

Discussion of Findings

The findings of this study are discussed based on the result obtained from the research hypothesis. The first finding of this study reveals that customer focus significantly influences and predicts organizational performance of Tropical General Investments Ltd in Lagos State. The significant influence of customer focus on organizational performance highlights the importance of understanding and meeting customer needs. This is in accordance to the result obtained by Basheer et al. (2019) and Dewnarain et al. (2019). Their study revealed that organizations that prioritize customer satisfaction are more likely to achieve higher performance levels. This finding is also in accordance to that of Sin, Osman, and Ramayah, (2021), who found that customer orientation or focus is favorably correlated with organisation performance. Similarly, the findings of Adebayo and Olatunji (2020) revealed a positive correlation between customer focus and organizational performance in the Nigerian telecommunications industry. The implication of this finding is given by Dewnarain et al.,

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(2019), who stated that the performance of any organization and quality of their products can be improved if they focus on factors such as customer needs and customer satisfaction. This therefore implies that when Tropical General Investments Ltd in Lagos State puts in more efforts in their customer focus strategies, they are likely to have a positive feedback in their organisational performance.

The second finding of this study revealed that continuous improvement significantly predicts organisation performance. This finding is similar to that of Shams (2017) who advocated in his study that the continuous improvement of products and services should be done based on those identified mistakes as well as the process of manufacturing needs to be improved as this will yield a better assessment of organisational performance. Sharma (2019) also had a similar finding where he demonstrated that organizations with robust TQM practices experience significant improvements in employee productivity, product quality, and market reputation. TQM's impact on organizational performance extends beyond operational metrics. On the contrary, the findings of Tavana et al. (2021) revealed that due to some reasons, continuous improvement which is a key aspect of TQM, did not impact significantly on organizational performance. This according to them may be due to various factors such as the implementation process or the specific context of the organization.

Also, Quality assurance practices significantly influence Tropical General Investments Ltd performance. This finding buttressed the research conducted by Terziovski and Samson (2019) quality assurance practices aim to improve manufacturing processes, and has broader impact on organizational outcomes. Thus, they suggested that for TQM to lead to sustained improvements in organization direct quantitative measures is key and essential.

CONCLUSIONS AND RECOMMENDATIONS

Based on the findings, the following conclusions can be drawn:

- Customer focus is crucial for enhancing organizational performance. Organizations that actively engage with their customers and adapt their offerings to meet customer needs are more likely to succeed
- Continuous improvement as key aspect of TQM, impact positively on performance of **organisation.**
- Maintaining high standards through quality assurance practices is essential for achieving better performance as organizations that prioritize quality assurance are more likely to see positive outcomes in terms of productivity, profitability, and customer satisfaction.

The following recommendations are made:

- Organisations should continue to prioritize customer focus by regularly assessing customer needs, updating products and services, and resolving complaints promptly. Implementing customer feedback mechanisms can further enhance customer satisfaction and loyalty.
- Continuous improvement practices should be effectively integrated into the organizational culture, with a focus on training employees and encouraging innovation

- Organizations should maintain high standards through regular quality checks, certifications, and audits.
- Organisations should invest in employee training on quality standards and practices as this can further enhance the effectiveness of quality assurance measures.

The implication of the study are:

- For companies considering investing in TQM, the study provides a concrete example of how TQM can translate into tangible performance benefits, thus justifying resources allocation for quality improvement programs.
- The research can offer a benchmark and practical guidance for other firms in the investment, manufacturing, or service sectors within Lagos State or Nigeria more broadly, providing a roadmap for successful TQM adoption and its expected outcomes.
- The findings of study help identify specific challenges encountered during TQM implementation at TGI Ltd, offering lessons learned that can guide other Nigerian companies embarking on similar quality initiatives.

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