

## **TOTAL QUALITY MANAGEMENT PRACTICES ON THE PERFORMANCE OF DANGOTE CEMENT, OBAJANA, KOGI STATE, NIGERIA**

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**ABSTRACT:** Since the dawn of the Industrial Revolution, the idea that the quality of services and products is of interest to humans has been a driving force behind the success of businesses. Its importance has caused many to research how it affects various aspects of businesses. Hence, this study examines the effect of total quality management on the performance of Dangote Cement, specifically at the Obajana plant in Kogi State. The study adopted a survey research design. The population consists of 8,972 employees of the organization, and a sample of 383 was derived using Taro Yamane's formula. However, 422 questionnaires were distributed to make provision for attrition, and 401 were returned and used. The research employed statistical tools, including correlation and regression analysis, to analyze the collected data. The study revealed that total quality management has a significant and positive effect on the performance of Dangote Cement, Obajana, Kogi State. Specifically, the components of TQM, such as customer focus and employee involvement, had a positive and significant effect, with customer focus having the most effect, as shown by the analysis. The research recommends that the management of Dangote Cement, Obajana, Kogi State, should emphasize the involvement of employees in quality decisions, such as design. Also, the employees should be involved in the strategic planning for quality in the organization.

**Keywords:** Total Quality Management, Customer Focus, Employee Involvement, Performance

### **INTRODUCTION**

As the pace of change accelerates, businesses are confronted with the challenge of achieving continuous improvement and development to provide the best possible service to their customers. In line with the ultimate goal to achieve high levels of customer satisfaction and loyalty to the products or services offered by the organization (Smith, 2021). With the advent of industrialization, the issues relating to the quality of services and products have been a driving force behind the success of businesses. Today, quality control and assurance have become one of the most important basic activities of organizations across all sectors (Jones, 2021). In a highly competitive business environment, organizations must focus on continuous performance improvement and the development of all their tools to ensure they deliver top-quality service. This is essential to achieving high levels of customer satisfaction and loyalty (Johnson, 2021).

According to Smith (2021), "quality is considered a vital key to efficiency in both local and global markets. It is also an essential element for the sustainability and continuity of organizations. By

improving performance, reducing defect rates, and optimizing resources, organizations can gain customer satisfaction, increase their competitiveness, and ultimately improve their profitability. As Brown (2021) observed, 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 are embracing this approach to survive and thrive in the business market. The goal is to maximize the use of limited resources and achieve the highest levels of productivity and customer satisfaction, leading to improved financial performance (Hammood & Dammak, 2023).

As organizations work tirelessly to enhance their performance and stay competitive in a more dynamic and demanding business environment, Total Quality Management (TQM) approaches have attracted substantial attention on a global scale (Deming, 2018). To meet or exceed customer expectations, TQM places a strong emphasis on the involvement of all employees in continually enhancing processes, goods, and services.

Extensive studies have demonstrated that TQM practices could positively affect organizational performance by fostering innovation, enhancing process efficiency, and improving customer satisfaction (Sadikoglu & Zehir, 2020). In the context of Dangote Cement, Obajana, Kogi State, effective TQM implementation could lead to increased production efficiency, cost reduction, and higher customer loyalty (Oke et al., 2022). However, challenges could pose potential threats to the full realization of TQM benefits (Chukwu & Nwankwo, 2020).

Given the growing competition in the global cement industry, it is essential to examine the impact of TQM on the performance of Dangote Cement, Obajana, Kogi State. Understanding how TQM influences key performance indicators such as productivity, profitability, and market expansion will provide valuable insights for both industry practitioners and policymakers.

The implementation of Total Quality Management (TQM) principles has become increasingly popular as organizations strive to enhance their operational efficiency and competitiveness. However, the specific impact of TQM principles on the organizational growth of companies like Dangote Cement, Obajana, Kogi State Plc remains underexplored. While TQM is widely acknowledged as a means to improve quality and performance, its direct influence on organizational growth metrics, such as revenue, market share, and profitability, within the context of Dangote Cement, Obajana, Kogi State Plc, requires further investigation.

Despite Dangote Cement, Obajana, Kogi State's prominence in various industries, there is a gap in understanding how the adoption of TQM principles contributes to its overall growth trajectory. While anecdotal evidence suggests that TQM can lead to enhanced productivity, customer satisfaction, and cost reduction, empirical research is needed to provide a comprehensive understanding of the relationship between TQM implementation and organizational growth in the context of Dangote Cement, Obajana, Kogi State.

The primary objective of this study is to examine the impact of total quality management practices on the performance of Dangote Cement, Obajana, Kogi State Plc. The specific objectives of the study include:

- i. examine the effect of customer focus commitment on the performance of Dangote Cement, Obajana, Kogi State.
- ii. investigate the effect of employee involvement on the performance of Dangote Cement, Obajana, Kogi State.

The study therefore tested the following hypotheses, which were stated in null form:

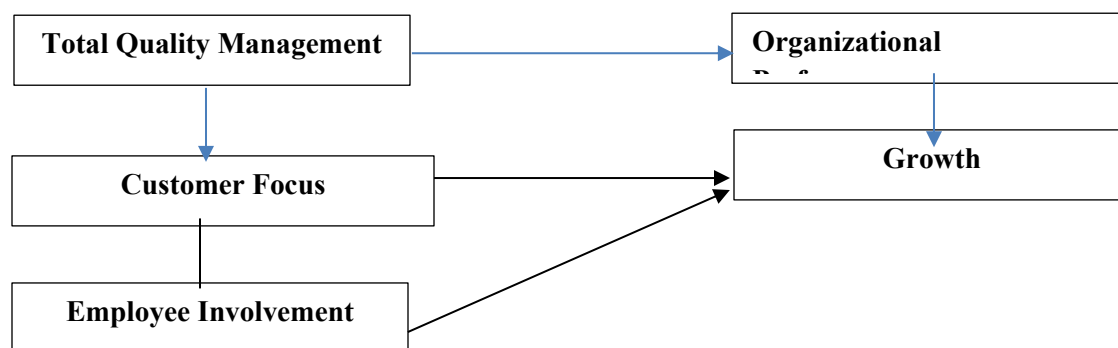
**H<sub>01</sub>:** Customer focus has no significant effect on the performance of Dangote Cement, Obajana, Kogi State Plc.

**H<sub>02</sub>:** Employee Involvement has no significant effect on the performance of Dangote Cement, Obajana, Kogi State Plc.

## LITERATURE REVIEW

The framework presents two proxies used by the study and how they relate to each other. These proxies include total quality management, customer focus, employee involvement, organizational performance, and growth.

*Figure 1: Conceptual Framework*



*Source: Researcher's Conceptualization (2025)*

### Total Quality Management

Total Quality Management is a management strategy that aims to improve customer satisfaction and performance by delivering high-quality products and services with the involvement and collaboration of all stakeholders, as well as teamwork by applying quality management techniques and tools (Ali AlShehail et al., 2021). With the fast development of the worldwide economy, Organizations are trying to achieve and maintain high levels of performance to work on their overall performance and effectiveness. Companies face a fluctuating economic market on a global scale, with a growing focus on quality, customer satisfaction, productivity, economic uncertainty, and organisational culture, technical innovation (Hilman et al., 2020).

Total Quality Management (TQM) is a systematic approach to quality improvement for firm-wide management, aimed at enhancing performance in terms of quality, productivity, customer satisfaction, and profitability. Since TQM practices have been adopted by many firms worldwide for decades, they have garnered the attention of researchers from diverse fields.

### **Customer Focus**

Customer focus refers to a business strategy that centers on delivering a positive customer experience. This involves understanding the needs and expectations of customers and ensuring that all aspects of the business align with these requirements. Companies with a strong customer focus prioritize customer satisfaction, often leading to enhanced customer loyalty and long-term success. According to Sharma and Sharma (2022), "Customer focus is the degree to which a business prioritizes and responds to the needs and expectations of its customers to ensure satisfaction and loyalty".

Customer focus is often viewed as a key component of total quality management (TQM) and continuous improvement processes within an organization. This approach emphasizes listening to the customer, understanding their expectations, and continuously improving products and services based on customer feedback. Kim and Park (2023) highlighted that "Customer focus in the context of TQM involves consistently delivering quality products and services that meet or exceed customer expectations. Customer focus is not only about meeting current customer needs but also about anticipating future needs and creating value through innovation. This proactive approach helps businesses stay ahead in competitive markets by aligning their offerings with evolving customer preferences. Smith and Johnson (2024) stated that "In a rapidly changing market, a strong customer focus involves anticipating customer needs and innovating to deliver superior value.

### **Employee Involvement**

Employee involvement entails the employee's involvement in as many facets of their work life as possible; this may occur either directly or indirectly (Bendix, 2019). These two definitions encompass a broad range of activities through which employees can affect decision making, from consultative or communication (employee involvement) mechanisms where individual workers' input is asked for and considered by managers who retain responsibility for the final decision, to participation mechanisms involving representative structures where workers are major parties to these decisions (Bryson, 2019).

Employee involvement is defined as a process of employee involvement designed to provide employees with the opportunity to influence and, where appropriate, take part in decision-making on matters that affect them (Kim *et al.*, 2018). In line with this definition, it therefore follows that the concept of employee participation neither refers to the goal nor a tool as it is practiced in most organizations, but rather a management and leadership philosophy about how people are most enabled to contribute to continuous improvement and the ongoing success of their work organizations (Ng'ethe *et al.*, 2018). Kumar and Garg (2019) asserted that employee participation is a combination of different tools designed to increase employee input of various degrees in managerial decision making, like organizational commitment, reduction of employee turnover and

absenteeism, increase in productivity, and motivation. Therefore, when employees participate in decision making, staff absenteeism is reduced; there is greater organizational commitment, improved performance, reduced turnover, and greater job satisfaction (Markey & Patmore, 2017)

### **Organizational Performance**

Organizational performance is a multidimensional construct that evaluates the position of an organization with respect to internal or external standards. Organizational performance and effectiveness are the most well-known concepts for evaluating organizations. The former concept is used for evaluating private organizations, and the latter is for evaluating public organizations. Yet, most of the organizational literature uses organizational performance to refer to the evaluation of private and public organizations (Clegg & Bailey, 2020). Moreover, the debate is taking place in the academic literature on some aspects of terminology, analysis level, and conceptual basis for the assessment of organizational performance. It has been considered three different levels of performance within organizations: financial performance, business performance, and organizational performance (Montes et al., 2020; Chu-Hua et al., 2021).

### **Organizational Growth**

The concept of firm growth was introduced in the early 1930s, known as the law of proportionate effect or Gilbrats' rule of proportionate growth. The law of proportionate effect is frequently used as a benchmark for many studies to determine business growth. According to Janssen (2019), firm growth is an expansion of demand for products or services. It first results in sales growth and consequently in investments in additional production factors to adapt it to new demands. The growth rate of firm output is a key driver and indicator of the level of industrialization, modernization, urbanization, employment generation, income per capita, equitable income distribution, and the standard of living among the citizenry (Abiodun, 2018; Aremu & Adeyemi, 2021).

### **Empirical Review**

Owusu-Kyei (2024) investigated the influence of total quality management strategies on the performance of the telecommunications industry. Questionnaires were used in the study as survey instruments to collect data about the impact on business performance. To assess the situation, eight hundred (800) responses were received from employees and top management of MTN Ghana Ltd. The study established that principles applied to total quality management have a significant bearing on business performance. The study effectively highlights the significance of TQM on business performance, employing a large sample size (800 respondents) of an infinite population from MTN Ghana Ltd. However, it lacks specificity regarding which TQM principles had the greatest or least impact, limiting actionable insights for practitioners. Additionally, it appears to have focused solely on a single organization, which may limit the generalizability of its findings to the broader telecommunications sector. There is a need for comparative analysis across multiple firms within the telecommunications industry to identify contextual factors that influence the effectiveness of TQM principles.

Oladele and Simiat (2024) evaluated the impact of TQM on organisational performance at First Bank Plc from 2010-2019. Data were sourced through secondary means from the bank and annual financial reports of the bank from 2010-2019, and staff of the bank in Ondo state, based on Senatorial District in the state. A questionnaire was designed and data collected using a 5-point Likert-scale questionnaire, which was administered on a sample of 196 respondents, comprising bank staff, management, and customers of the bank in three Senatorial districts of the state. The data was analyzed using descriptive statistics in line with the graph, the Regression Statistical Technique. Five hypotheses formulated were tested using Eview9 at a 0.05 (5%) level of significance, respectively. Findings showed that there is a significant relationship between all selected variables of employment involvement, teamwork, and trust on First Bank's non-financial performance. And also was a strong positive relationship between total quality management (TQM) through education and training of staff on market share value (MSV), total quality management (Team work) on employees' level of job commitment and support that will bring proper total quality management at first bank and lastly, leadership structures and employee involvement on organisational sustainability had improved the standard of first bank by given more credence to the potency of sustainability of the firm at both money and capital market that has brought great performance over the years. However, the study found little research has been done regarding several factors directly affecting organisational performance in the areas of organisational size, culture, and level of innovation. The study uses a comprehensive dataset from First Bank Plc (2010–2019), blending primary and secondary data. However, relying on descriptive statistics and regression techniques may overlook causal relationships or provide deeper insights into the longitudinal impacts of TQM. Additionally, the study's focus on one bank and specific regions within Nigeria limits its broader applicability.

Mukenga and Awolusi (2023) examined the effect of total quality management on organizational performance among selected banks in Bamako, Mali. The study adopted a cross-sectional survey design. With a population of 160 and a sample size of 114 respondents, the study primarily relied on a questionnaire as the main data collection instrument. Frequency and percentage distributions were used to outline the profile of the respondents. Mean and standard deviations, analyzed the independent and dependent variables. Linear and multiple regression analyses assessed the effects. The study identified a significant impact of total quality management (TQM) on organizational performance. Specifically, all measures of TQM significantly influenced organizational performance. Additionally, a positive and significant correlation existed between TQM and organizational performance among banks in Bamako, Mali. Although the findings provide valuable evidence of TQM's effects in the Malian banking sector, the small sample size (114 respondents) raises questions about its representativeness and statistical power. The study also does not thoroughly examine the individual contributions of TQM constructs. Increasing the sample size and conducting cross-country comparisons could lead to a more detailed understanding of how contextual and cultural factors influence TQM implementation in banking.

Yaacob (2018) examined the effect of customer focus on organizational performance in First Bank Nigeria, Abuja, operating upon the premise that customer satisfaction is an end result of other relevant performance measures such as employee satisfaction, innovation, and cost benefits. Data were collected from 205 managers within the public service sector, all of whom were directly involved with the process of customer focus. The results of this study revealed that customer focus



is a significant predictor of employee satisfaction, innovation, and customer satisfaction. The study connects customer focus with performance outcomes, but its scope is limited to public service sectors. The indirect relationship between customer focus and satisfaction through employee satisfaction requires further exploration. Future studies could examine the mediating effects of other variables (e.g., innovation culture or leadership) on the relationship between customer focus and organizational performance across diverse industries.

Kwabena (2022) investigated the impact of customer focus on small and medium enterprises (SME) performance in Kumasi from the perspective of a resource-based view (RBV). This research study employed a survey strategy to collect data from 255 respondents on the registered list of the Ghana Enterprise Agency (GEA) in the Eastern Region of Ghana. Scales used to gather data were operationalized from previous research studies. A structural equation modeling (SEM) path analysis was employed to estimate the impact of customer focus on the performance of SMEs. The outcomes of this study indicate that customer focus has a significant positive impact on SME performance, hence backing the current demand for investigating the distinct influence of customer focus on SME performance. The results show that customer focus has a positive and significant relationship with financial performance, customer performance, internal business process performance, and learning and growth performance, thus supporting the literature on the positive impact of customer focus on SME performance. Therefore, customer-focused determinants used in this study, including co-creation, networking ties, customer insight, and artificial intelligence marketing (AIM), are critical to the optimization of SME performance. The study applies customer focus within the SME context in Ghana, emphasizing co-creation and AI marketing. However, it does not consider traditional customer focus practices or their integration with advanced technologies. Research could explore how traditional and modern customer focus practices (e.g., AI vs. personal interactions) jointly influence performance in SMEs across different regions.

Sholesi (2022) examined the effect of employee involvement on job performance in Euro Global Distilleries, Otta, Ogun State. The study adopted the descriptive survey research design, the population of the study is one hundred and fifty (150), Krejcie and Morgan's sample size determination formula was used to determine a sample size of one hundred and eight (108) respondents. Purposive sampling technique was used and two hypotheses were tested with ordinary least squares using SPSS 23.0 version. The result revealed that participation in work decisions and representative participation account for 59.6% and 72.5% of the quality of work and achievement of set targets, respectively. The P values of the two hypotheses tested were less than the 0.05 level of significance. Therefore, the two null hypotheses were rejected and the alternative hypotheses accepted. The study provides robust statistical evidence for employee involvement but does not address the possible mediating or moderating variables, such as organizational culture or leadership style. The sample size is relatively small ( $n = 108$  respondents), which limits generalizability.

Sofijanovska and Zabijakin-Chatleska (2019) examined the relationship between employee involvement in decision-making and problem-solving, and perceived organizational performance. Simultaneously, the concept of employee involvement was analyzed by embedding it within a national cultural context. Data was collected from a survey of 36 companies belonging to the Macedonian manufacturing industry. A hypothesis test was carried out with a quantitative method and statistical analysis of data. The effective use of employee involvement is positively related to

perceived organizational performance. More precisely, employee participation and empowerment programs, and the use of self-managing teams have a direct and statistically significant correlation to the managerial perception of the organizational performance. The study embeds employee involvement within a national culture context, which is commendable but lacks a detailed analysis of how cultural differences impact specific involvement mechanisms.

### **Deming Theory**

In the field of TQM, several quality experts, like W. Edwards Deming, Philip B. Crosby, and Joseph M. Juran, have made significant contributions. To this study, Deming's theory on quality is important because it gives insights into how organizations should work in order to continuously improve quality, which ultimately may improve the performance of organizations. Deming (1986) proposed that an organization's commitment to quality signaled its intent to stay in business. According to Deming's theory, the quality of goods and services can be improved through enhancing the internal environment, ensuring continuous improvements, and checking the results on statistical balances. According to Deming (1986), no quality management system could succeed without top management commitment; it is the management that invests in the processes, creates corporate culture, and also selects suppliers and develops long-term relationships. Deming noted that organizations should seek to correct the variations from their quality norms before the system deteriorates.

The theoretical approach of Deming (1986), with respect to the quality management system detailed by Hubert (2005), portrays the creation of an organizational system that adopts cooperation and learning to facilitate the implementation of process management practices. This, in turn, leads to the continual improvement of the processes, products, and services and helps to introduce employee satisfaction. These are critical to promoting customer focus and, ultimately, helping in the survival of any organization. Organizations are comprised of the office, which forms systems. Throughout the years, Deming distilled his rationality into 14 focuses which progressed toward becoming active things for top administration to embrace.

As indicated by Dale (2003), Deming maintained that his 14 points can be applied anywhere, to small and large organizations, to benefit industry, and also to manufacturing. He likewise focused on the fact that it is an arrangement of work that decides how a function is performed, and it is only the chiefs who can make the framework. The responsibilities of top management should take the lead in changing processes and systems (Oakland, 2004). Leadership plays a crucial role in ensuring the success of quality management, as it is the responsibility of top management to create and communicate a vision that moves the firm toward performance improvement. Top management is responsible for most quality problems; according to Kamanda (2010) it should give employees clear directions on what is considered acceptable work, and provide the methods to achieve it. These methods include an appropriate working environment and climate for work that is free of fault-finding, blame, or fear, and instead provide clarity of issues, communicate effectively, and provide an appropriate environment for work to enhance performance (Lamport, 2014). Deming's quality improvement theory is relevant to this study in that quality management practices are a quality management system which can be used to enhance the quality of products and services through continuous improvement, and which organizations can use to realize performance. Deming



administration strategy is about the formation of a hierarchical framework that realizes participation and learning for encouraging the usage of process administration tools, which, thus, prompts constant change of procedures, items, benefits, and to worker satisfaction, both of which are basic to consumer loyalty, and at last, to the organizational survival.

This research was planned to discover the effect of quality management practices and organizational performance. Along these lines, to know the connection between employees' procedures and the organization systems, the study should be educated by Deming's theory and the systems theory. In this manner, this theory is significant to this study.

## **METHODOLOGY**

The study adopted a quantitative research design. This enabled the study to apply parametric statistical tools for data analysis. The survey method also allowed the research to gather and analyze a large amount of data, which was primarily obtained.

The population of the study consists of all employees of Dangote Cement, Obajana, Kogi State, with a total of 8972.

The sample size is derived using the Taro Yamane (1967) formula:  $n = N/1+N(e)^2$

$$n = 383$$

10% is added to the sample size as provision for attrition (Kanti *et al.*, 2016). This, therefore, gives a sample of 422.

A simple random sampling technique was used to administer the questionnaire to the respondents. It allowed for equal opportunity for the respondents to be selected.

A self-administered questionnaire was used in gathering the data. A five-point Likert scale was used to measure the extent to which the various respondents agreed or disagreed with the issues raised, ranging from 1=strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=strongly agree. The questionnaire was structured in three (3) parts; Part A addressed questions on the respondent's demographic characteristics (respondent's information). Part B looked at questions related to Total Quality Management (TQM). Part C addressed questions related to performance. The human resource department will assist in distributing the questionnaires to the various staff in the organization.

Reliability was used to test the extent of the accuracy of the questions in the instrument. The most convenient method for testing for the internal consistency is Cronbach's Alpha, which was computed with the following model:

$$\alpha = \frac{Nr}{1 + r(N-1)} \dots\dots\dots 1$$

Where:

$\alpha$ = Cronbach Alpha

N= the number of items in the scale

r= the mean inter-item correlation

A minimum Cronbach's Alpha value of 0.7 was stated as reliable (Ritter, 2010)

**Table 1: Cronbach Alpha Analyses**

SN	Variables	NO OF ITEMS	Cronbach's Alpha
1	Customer focus	5	.71
2	Employee Involvement	5	.83
5	Growth	5	.74

Source: SPSS v 26

Table 1 indicates the reliability values of the questions asked in the research instruments. All Cronbach's Alpha values are above 70%, which means that they are all reliable (Ritter, 2010).

The study used face validity in order to determine if the instruments are valid. The questionnaire was presented to the supervisors, who verified the validity of the research instrument.

The study adopted a quantitative method of analysis, using descriptive statistics such as mean and standard deviation, as well as frequencies and percentages, which described the nature of the data presented. Also, the study used regression and correlation; the multiple regression will be used to estimate the cause-and-effect relationship between the dependent and independent variables, while correlation will be used to ascertain the degree or strength of a relationship between the variables with the aid of Statistical Package for Social Sciences v26 to analyze the data.

The study used TQM indicators such as customer focus and Employee engagement. The dependent variable (performance) is measured using growth. Using correlation and simple regression models, the regression model is stated as:

$$Y = a + bx \quad - \quad - \quad - \quad - \quad - \quad - \quad .2$$

Where y is the dependent variable

**a** is constant or intercept

**b** is the coefficient

**x** is the independent variable

However, the above model is expanded to:

$$Y = \alpha + \beta_1 X + \beta_2 X + \mu \quad - \quad - \quad - \quad - \quad .3$$

The formula is substituted with the variables and presented as follows;

$$PF = \alpha + \beta_1 CF + \beta_2 EI + \mu \quad - \quad - \quad .4$$

**Where:**

PF = Performance

CF= Customer Focus

EI = Employee involvement

$\alpha$  = Intercept or Constant

$\beta$  = Slope of the regression line with respect to the independent variables

$\mu$  = error term

Correlation Model

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}} \quad - \quad - \quad - \quad - \quad .5$$

r = correlation coefficient

$\Sigma$  = Summation

x = dependent variable

y = independent variable

n = number of samples

The justification for the choice of regression method is that it measures the cause and effect between two or more variables. It is simple to compute without errors, and it helps to illustrate the directional outcome and strength of the variable. Correlation is used because it shows a precise quantitative measurement of the degree of relationships between dependent and independent variables.

## DATA ANALYSIS

**Table 2: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
CF	401	1.00	5.00	3.1696	1.26877
EI	401	1.00	5.00	3.1032	1.27805
GR	401	1.00	5.00	3.3990	1.43290
Valid N (listwise)	401				

*Source SPSS, version 26*

Table 2 presents the descriptive statistics of the data given. The table indicates that customer focus (CF) ranges from 1 (strongly disagreed) to 5 (strongly agreed). The mean value is 3.1696, and the standard deviation is 1.26877, meaning that the data is normally distributed because the distance between the mean value and the standard deviation is not widely spread. Employee engagement also shows the same minimum and maximum values and the value of mean as 3.1032 and the std of 1.27805, which also mean that the data is not widely spread.

**Table 3: Correlations**

		CF	EI	GR
CF	Pearson Correlation	1	.988**	.934**
	Sig. (2-tailed)		.000	.000
	N	401	401	401
EI	Pearson Correlation	.988**	1	.931**
	Sig. (2-tailed)	.000		.000
	N	401	401	401
GR	Pearson Correlation	.934**	.931**	1
	Sig. (2-tailed)	.000	.000	
	N	401	401	401

**\*\*.** *Correlation is significant at the 0.01 level (2-tailed).*

The correlation table shows the correlation analysis between the variables used. It measures the direction and strength of the relationship between the variables. The Pearson correlation shows that customer focus and employee involvement have a strong, positive, and significant relationship (98.8%). Customer focus and growth also have a positive, significant, and very strong relationship at (93.4%). Employee involvement and growth have a positive, significant, and very strong relationship at 93.1%.

**Table 4: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.935 <sup>a</sup>	.875	.874	.50866

*a. Predictors: (Constant), EI, CF*

The model summary reports the percentage of the variables used in the model that can explain the changes in the dependent variable. The R-squared value of 0.935 indicates that the model is statistically significant. The R-square value of .874 shows that customer focus and employee involvement can explain the changes in the dependent variable up to 87%. The model does not account for the remaining 13%.

**Table 5: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	718.305	2	359.152	1388.133	.000 <sup>b</sup>
	Residual	102.975	398	.259		
	Total	821.280	400			

*a. Dependent Variable: GR*

*b. Predictors: (Constant), EI, CF*

The analysis of variance (ANOVA) table compares the means and their sums to determine whether the model is significant. From the table, the p-value indicates that the model is significant at 0.000. This is based on the 5% decision rule.

**Table 6: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.077	.069		1.114	.266
	CF	.667	.128	.591	5.201	.000
	EI	.389	.127	.347	3.053	.002

*a. Dependent Variable: GR*

The coefficient table presents the data of each of the variables, indicating the percentage to which each proxy affects the dependent variable and the level of significance.

Customer focus has a positive effect on growth at 0.591. This means that for every unit increase in customer focus, there is a 59.1% increase in the growth of Dangote Cement, Obajana, Kogi State. Employee involvement also has a positive effect on the growth of Dangote, with a beta value of 34.7. This means that for every unit increase in employee involvement, there is a 34.7% increase in the growth of Dangote Cement, Obajana, Kogi State. The significant values of both CF and EI are 0.000 and 0.002, which means that they all have a significant effect on the dependent variable of growth.

## DISCUSSION OF FINDINGS

The study found that total quality management has a positive and significant effect on the performance of Dangote Cement, Obajana, Kogi State. Specifically, the study found that:



- i. Customer focus has a significant and positive effect on the performance of Dangote Cement, Obajana, Kogi State. The study revealed that if the organization focuses on satisfying its customers' quality needs rather than substituting quality for quantity, it will improve its performance. Also, if the company focuses on customer satisfaction rather than profit alone, it will lead to improved performance. This finding is similar to that of Kwabena (2022), which revealed that customer focus has a positive and significant relationship with financial performance, customer performance, internal business process performance, and learning and growth performance, thus supporting the literature on the positive effect of customer focus on performance.
- ii. Employee involvement has a significant and positive effect on the performance of Dangote Cement, Obajana, Kogi State. The research revealed that when employees are involved in the decision-making process and also the quality assurance process, there is an increase in the performance of the organization. The findings of the study are similar to those of Sholesi (2022), who found that participation in work decisions and representative participation account for a high percentage of the quality of work and the achievement of set targets, respectively.

### **Conclusion and Recommendations**

The study concludes that TQM has a significant and positive effect on the performance of Dangote Cement, Obajana, Kogi State. Specifically, TQM components such as Customer focus and employee involvement have a significant, positive effect on the organization's growth.

The study therefore recommends that management of Dangote Cement, Obajana, Kogi State, should improve quality by aligning with customer needs and specifications, as this has been shown to have a significant and positive effect on the organization's performance. Also, the organization's management should involve employees in its quality process. This can be done by employing the most qualified staff and giving them continuous training and development in order to ensure quality in the organization, as found by the analysis.

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