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ABSTRACT
This study focused on total quality management and organizational effectiveness in selected breweries in South East Nigeria. The specific objective of the study is to ascertain the relationship between total quality management variables (customer focus, strategic quality planning, supplier quality management, and knowledge and process management) and organizational effectiveness. The study adopted survey research design and data were sourced through primary sources. The population of the study constituted two thousand and thirty nine employees of the selected breweries. Sample size of three hundred and ninety eight was determined using Borg and Gall formula. Structured questionnaire was employed as the major instrument of data collection. Pilot study was used to determine the reliability of the instrument. A reliability coefficient of 0.773 was derived using Cronbach Alpha coefficient. Frequency tables and percentage analysis were employed to analyze the questionnaire items while multiple regression analysis was employed in testing the hypotheses. The study found that customer focus has significant positive relationship with organizational effectiveness. Strategic quality planning was found to have significant positive relationship with organizational effectiveness. Similarly, supplier quality management was found to have significant positive relationship with organizational effectiveness. Furthermore, knowledge and process management was found to have significant positive relationship with organizational effectiveness. Based on the foregoing, the study concluded that total quality management has significant positive relationship with organizational effectiveness in the selected breweries in South East Nigeria. The study recommended amongst others that breweries in South East Nigeria should improve employee involvement/skill and firm structure and allocate sufficient resources to implement total quality management successfully.

Keywords: Customer Focus, Strategic Quality Planning, Supplier Quality Management, Knowledge and Process Management, Organizational Effectiveness

INTRODUCTION
Total quality management (TQM) as a management approach of an organization is centered on quality based on the participation of all its members and aiming at long term success. Total quality management is a framework that includes a quality assurance system but also the management of all processes and resources, with a strong management commitment and the involvement of all the people in the company in a continuous improvement activities, striving after the client satisfaction and strengthening brand image. Total quality management can be defined as a set of techniques and procedures used to reduce or eliminate variation from a production process or service-delivery system in order to improve efficiency, reliability and quality.

In discussing the relevance of total quality management to firms, Kaynak (2003), states that total quality management has been regarded as one of the effective advantages. They defined total quality management as an approach continuously improving the quality of goods and services delivered through the participation of individuals at all levels and functions of an organization. They also said that total
quality management is a philosophy that says that uniform commitment to quality in all areas of an organization promotes an organizational culture that meets consumer’s perception of quality. Companies all over the world found that it was necessary to have good quality management practices in order to stay competitive. Total Quality Management is an enhancement of the traditional way of doing business. It is a proven technique to guarantee survival in world competition. Only by changing the actions of management will the culture and actions of an entire organization be transformed. Total quality management (TQM) as a management approach of an organization is centered on quality based on the participation of all its members and aiming at long term success (Masood, Saad, Sadia & Muhammad, 2013).

In other words, TQM is a philosophy for managing an organization in a way, which enables it to meet stakeholders need and expectations efficiently and effectively without compromising ethical values (ISO, 8404, 1994). TQM has been widely implemented throughout the world. Many firms have arrived at the conclusion that effective TQM implementation can improve their competitive abilities and provide strategic advantages in the market place. Total quality management is seen as a holistic approach to managing project. It includes continuous improvement, training and re-training of staff, customers satisfaction, top management support, defect-free product at first attempt, elimination of rework, cost effectiveness etc. Hamid, Hamid and Mehrdad (2013) stated that total quality management consists of all activities that managers perform to improve their quality and policy such as quality planning, quality control, quality assurance and quality improvement. It is a process of getting assurance and quality rid of poor quality from production rather than getting rid of poor quality products. Total quality management (TQM) is a philosophy that involves everyone in an organization in continual efforts to improve quality and achieve customers satisfaction.

Many organizations are undergoing radical transformation, aiming at enhancing their ability to react proactively and efficiently to customer requirements in quality, service, innovation, speed, and price. Other business goals are geared towards increasing flexibility in meeting new competitive conditions and improving business excellence (Das, Kumar & Kumar, 2011). To cope with the increasing pressure towards continuous improvement and attaining business excellence, adopting TQM practices has become a common occurrence especially in fast-growing industries and businesses (Thawesaengskulthai, 2010). Quality Management (QM) approaches and techniques such as TQM and the ISO 9000 series of standards have been developed and adopted internationally, which has facilitated the international supply chains of today's business (Qui & Tannock, 2010). TQM and other related approaches such as Lean and Lean Six Sigma are required to apply change and modification in the workplace using quality management methodologies (Malik & Blumenfeld, 2012). The contribution of TQM as a key factor for organization success has been well recognized. Many organizations around the world have been applying quality management standards to stay competitive and to be able to respond to globalization and the updated business trends. Based on the foregoing, this work examined the relationship between total quality management and organizational effectiveness in selected breweries in South East Nigeria.

Objectives of the Study
The general objective of the study is to examine the relationship between total quality management and organizational effectiveness in selected breweries in South East Nigeria. However, the specific objectives are to:

1. Investigate the extent of relationship between customer focus and organizational effectiveness in selected breweries in South East Nigeria.
2. Examine the extent of relationship between strategic quality planning and organizational effectiveness in selected breweries in South East Nigeria.
3. Ascertained the degree of relationship between supplier quality management and organizational effectiveness in selected breweries in South East Nigeria.
4. Determine the degree of relationship between knowledge and process management and organizational effectiveness in selected breweries in South East Nigeria.
Research Questions
The following research questions were formulated for the study.

1. How significant is the extent of relationship between customer focus and organizational effectiveness in selected breweries in South East Nigeria?
2. What is the extent of relationship between strategic quality planning and organizational effectiveness in selected breweries in South East Nigeria?
3. How significant is the degree of relationship between supplier quality management and organizational effectiveness in selected breweries in South East Nigeria?
4. To what degree is the relationship between knowledge and process management and organizational effectiveness in selected breweries in South East Nigeria significant?

Hypotheses
The following tentative statements stated in null form were formulated to guide this study.

Ho1: Customer focus has no significant positive relationship with organizational effectiveness in selected breweries in South East Nigeria.
Ho2: Strategic quality planning has no significant positive relationship with organizational effectiveness in selected breweries in South East Nigeria.
Ho3: Supplier quality management has no significant positive relationship with organizational effectiveness in selected breweries in South East Nigeria.
Ho4: Knowledge and process management has no significant positive relationship with organizational effectiveness in selected breweries in South East Nigeria.

REVIEW OF RELATED LITERATURE
Total Quality Management
Total quality management (TQM) is a systematic quality improvement approach for firm-wide management for the purpose of improving performance in terms of quality, productivity, customer satisfaction, and profitability. Since TQM practices have been embraced by many firms around the world for decades, they have earned the attention of many researchers from diverse areas. TQM is a management philosophy that is intended to empower every member of the organization. It is intended to promote continuous, sustained, and long term improvement in quality and productivity and to eliminate employees' fear of change. Its basic principle is that the cost of prevention is less than the cost of correction. Zollo and Winter (2002) suggests that TQM is not just another management fad; it is capable of delivering real competitive advantage. The TQM approach integrates the fundamental techniques and principles of quality function deployment, statistical control, and existing management tools in a structured manner.

TQM focuses on continuous process improvement within organizations to provide superior customer value and meet customer needs. TQM a popular guideline for organizational management is adopted for developing strategic infomaps and infocharts for an information organization (Gregory, 2000). TQM can be defined as a holistic management philosophy that strives for continuous improvement in all functions of an organization, and it can be achieved only if the total quality concept is utilized from the acquisition of resources to customer service after the sale. TQM practices have been documented extensively in measurement studies as well as in the studies that have investigated the relation of TQM practices to various dependent variables. TQM is an effort that involves every organization in the industry in the effort to improve performance. It permeates every aspect of a company and makes quality a strategic objective. TQM is achieved through an integrated effort among personnel at all levels to increase customer satisfaction by continuously improving performance. TQM focuses on process improvement, customer and supplier involvement, teamwork, and training and education in an effort to achieve customer satisfaction, cost effectiveness, and defect-free work. TQM provides the culture and climate essential for innovation and for technology advancement.

Customer Focus
Customer focus is the degree of an organization toward serving its clients' needs and expectations (Rula, 2017). By determining the customer’s needs, as well as to receive feedback on the extent to which those needs are being met, and through involving the customer in the product design and development process,
and focusing in achieving greater customer satisfaction. Organizations rely on their customers, so they must understand the current and future needs, and achieve their needs, and work to exceed their expectations. This is achieved through research and understand all the needs and expectations of the customer in terms of products, services and delivery date, price and reliability, and to link the goals established with the needs and expectations of the client, and follow the way of ensuring a balance between the needs and expectations of customers and other stakeholders (owners, employees, suppliers and the community), and inform all levels in the facility this needs and expectations, and measure customer satisfaction and act according to the results, customer relationship management to achieve the common interest (Norah, Sabah & Azrilah, 2015).

**Strategic Quality Planning**

Strategy is a plan that integrates an organisation’s major goals, policies, and action sequence into a cohesive whole. A well formulated strategy helps marshal and allocate an organisation’s resources into unique and viable posture based on its internal competencies and shortcomings, anticipating changes in the environment (Evans & Lindsay 2008). The culture that guides members of the organisation and other stakeholders, the position that it occupy in a society, and determining the particular objectives and allocating resources to achieve them all, follow from the process determined by the strategy (Leonard & McAdam 2002). Therefore, it is necessary to align quality control with organisational strategy to ensure that quality efforts reflect the long-term goals of the organisation. Therefore strategic quality planning is a systematic approach to defining long-term business goals, including goals to improve quality and plans to achieve them. It includes:- Analysis of external and internal environmental, strategy development, strategy deployment, and evaluation and control (Rula, 2017).

Using a systematic process helps to optimise the use of resources, ensure the availability of trained employees, and ensure bridging between short-term and long-term requirements that may entail capital expenditures or supplier development. A good strategic planning process often includes active participation of top management, employees and even customers or consumers. Not only can organisations capitalise on employee knowledge of customers and processes, but also employee involvement greatly enhances the effectiveness of strategy implementation (Evans & Lindsay 2008).

Stahl (1995) argues that organisations and managers that implement TQM have more stable processes and systems than do organisations that have not implemented TQM.

**Supplier Quality Management**

Supply chain management (SCM) is a set of three or more entities (organizational or individuals) directly involved in the upstream and downstream flow of products, services, finances, and/or information from source to customer (Mentzer et al., 2001). SCM practices have been defined as the set of activities undertaken in an organization to promote effective management of its supply chain (Li, 2006). Koh et al. (2007) categorized supply chain management from the following aspects: close partnership with suppliers, close partnership with customers, just-in-time supply, strategic planning supply chain benchmarking, few suppliers, holding safety stock and sub-contracting, e-procurement, outsourcing and many suppliers. SCM practices are defined as the set of activities undertaken by an organization to promote effective management of its supply chain (Koh et al., 2007); such as the approaches applied in integration, managing and coordination of supply, demand and relationships in order to satisfy clients in an effective way; as tangible activities/technologies that have a relevant role in the collaboration of a focal firm with its suppliers and/or clients; and as the approach to involve suppliers in decision making, encouraging information sharing and looking for new ways to integrate upstream activities. Therefore, it is important to main quality in managing and coordination of supply. Supplier quality management is the set of supplier-related quality management practices for improving suppliers’ quality of products and services (Rula, 2017). This is exemplified by firm-supplier partnership, product quality as the criterion for supplier selection, participation in suppliers, communication with suppliers, understanding of supplier performance, and supplier quality audit (Zhang, 2000).
Knowledge and Process Management
Knowledge management is a conscious effort to get the right knowledge to the right people at the right time so that it can be shared and put into action (Mathis & Jackson, 2010). Effective knowledge management is most successful where systems are sufficiently open and flexible to allow creativity to flourish, whilst also possessing the necessary formality and discipline to ensure the production of tangible outcomes (Graham & Pizzo, 1996). Bureaucracy and formal communication tend to inhibit the spontaneity, experimentation and freedom of expression necessary to provide innovative responses to environmental change; however they do capture, control and connect knowledge. On the one hand, individuals must be free to interpret information and encouraged to seek knowledge, be innovative and creative but can only do this to best advantage in an organised systemic context (Bennett & Gabriel, 1999).

Process management involves planning and administering the activities necessary to achieve a high level of performance in key organisational processes and identifying opportunities for improving quality and operational performance, and ultimately, customer satisfaction (Evans & Lindsay 2008). Process management is the desired outcome achieved more effectively and efficiently when resources and activities are managed as a process-related. This is achieved by identifying the activities needed to achieve the desired result, and measure the inputs and outputs of the process, and to identify the communication channels of main activities of the business, and the risk assessment results and the potential impacts of operations on customers, suppliers and other stakeholders, define clearly the responsibilities and authorities of the of the management of main activities (Rula, 2017). The focus should be on how best design, manage and improve processes in order to fully satisfy, and generate increasing value for, customers and other stakeholders.

Organizational Effectiveness
Organizational effectiveness is the concept of how effective an organization is in achieving the outcomes the organization intends to produce (Herman & Renz, 2008). Organizational effectiveness can be defined as the efficiency with which an association is able to meet its objectives. This means an organization that produces a desired effect or an organization that is productive without waste. Organizational effectiveness is about each individual doing everything they know how to do and doing it well; in other words organizational efficiency is the capacity of an organization to produce the desired results with a minimum expenditure of energy, time, money, and human and material resources. The desired effect will depend on the goals of the organization, which could be, for example, making a profit by producing and selling a product. An organization, if it operates efficiently, will produce a product without waste. If the organization has both organizational effectiveness and efficiency, it will achieve its goal of making a profit by producing and selling a product without waste. In economics and the business world, this may be referred to as maximizing profits (Zollo & Winter, 2002).

Theoretical Framework
This work is anchored on Deming’s theory of profound knowledge. Deming’s theory of profound knowledge is a management philosophy grounded in systems theory. It is based on the principle that each organization is composed of a system of interrelated processes and people which make up system’s components. The success of all workers within the system is dependent on management’s capability to orchestrate the delicate balance of each component for optimization of the entire system. Deming believed profound knowledge generally comes from outside the system and is only useful if it is invited and received with an eagerness to learn and improve. A system cannot understand itself without help from outside the system, because prior experiences will bias objectivity, preventing critical analysis of the organization.

This theory is relevant to the study in that it presents a universal knowledge of organizations. By clearly defining quality and applying the knowledge of his concepts, organizations can increase productivity and performance. Quality is everyone’s responsibility, but top management has more leverage toward continuous improvement of quality. Policies can put an upper limit on quality. As leaders responsible for system change, top management is most in need of profound knowledge. Policies which demoralize employees, use fear, institute quotas, or foster competition will restrict quality. Quality is often
determined in the boardroom. It occurs when the aim is clearly defined, people are trained and educated to do the job well and are provided the right tools and equipment. They must also work collaboratively to plan, implement, and measure processes to accomplish the aim.

**Empirical Studies**

Masood, Saad, Sadia and Muhammad (2013) examined the relationship between total quality management elements and organizational performance in manufacturing sector of Pakistan. The study found a positive relationship between the TQM elements and performance of Pakistani manufacturing firms. Furthermore, it is also found that customer focus is perceived as a dominant TQM practice for enhancing quality performance.

Rula (2017) investigated the impact of total quality management on organizational performance in Jordan Oil Petroleum Company. Multiple regression analysis was employed in analyzing the data. The study found that TQM has significant impact on organizational performance. The study further showed that TQM implementation has significant impact on operation efficiency. Also total quality management implementation was found to has significant impact employees’ satisfaction.

Ahmad, Leopoldo and Juan (2014) examined total quality management practices, competitive strategies and financial performance in Palestinian industrial SMEs. Data were collected through surveying 202 in Palestinian industrial small and medium enterprises (SMEs). Structural Equation Modeling was employed in analyzing the data. Results derived from this study show that total quality management practices have indirect, positive and significant relationship with financial performance through competitive strategies. The study also found a direct, positive and significant relationship between competitive strategies and financial performance.

Although there are several studies about TQM but most of them focused on its relationship with organizational performance, operational performance, inventory management performance, innovation performance, market performance, financial performance, employee performance, organizational productivity and competitive advantage ignoring organizational effectiveness, hence the need for this research work. This study therefore examined the relationship between total quality management and organizational effectiveness in selected breweries in South East Nigeria.

**METHODOLOGY**

This study adopted survey research design. The study was carried out in South East Nigeria with particular reference to selected brewery companies. Only four breweries in South East were sampled for the study. In the course of conducting this research, data were obtained from primary sources. The population of study is made up of two thousand and thirty nine employee of the selected brewery firms in South East Nigeria. Borg and Gall formula was used to determine the sample size of 398. The research instrument used for this study is structured questionnaire. The Ordinary Least Square (OLS) regression technique was adopted to analyze the relationship between dependent variables and the independent variables in each of the model.

**Data Presentation And Analysis**

In this section, the data generated were presented, analyzed and interpreted. The hypotheses earlier formulated at the beginning of the study were empirically tested using multiple regression analysis. The regression results are presented in tables 1, 2 and 3 below.
Table 1: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.697*</td>
<td>.486</td>
<td>.525</td>
<td>4.289</td>
<td>1.840</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Customer Focus, Strategic Quality Planning, Supplier Quality Management, Knowledge and Process Management
b. Dependent Variable: Organizational Effectiveness
Source: SPSS Version 21.0

Table 2 AVOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>253.815</td>
<td>5</td>
<td>50.763</td>
<td>2.759</td>
<td>.018*</td>
</tr>
<tr>
<td>Residual</td>
<td>6291.848</td>
<td>342</td>
<td>18.397</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>6545.664</td>
<td>347</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Customer Focus, Strategic Quality Planning, Supplier Quality Management, Knowledge and Process Management
b. Dependent Variable: Organizational Effectiveness
Source: SPSS Version 21.0

Table 1 recorded R square value of 0.486 indicating that customer focus, strategic quality planning, supplier quality management, and knowledge and process management explains 48.6% of the variations in organizational effectiveness in selected breweries firms in South East Nigeria. The Durbin-Watson statistics value of 1.840 in table 1 shows that the variables in the model are not auto-correlated and are therefore, reliable for predictions.

The f-statistics value of 2.759 with a probability value of 0.018 in table 2 indicates that the independent variables (customer focus, strategic quality planning, supplier quality management, and knowledge and process management) has significant collective relationship with the dependent variable (organizational effectiveness). This result indicates that customer focus, strategic quality planning, supplier quality management, and knowledge and process management can collectively account for the variations in organizational effectiveness for the selected beverage firms in South East Nigeria.

Table 3 Coefficient of the Regression Result

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>22.006</td>
<td>2.618</td>
<td></td>
<td>8.405</td>
</tr>
<tr>
<td>Customer Focus</td>
<td>.143</td>
<td>.056</td>
<td>.135</td>
<td>2.533</td>
</tr>
<tr>
<td>Strategic Quality Planning</td>
<td>.144</td>
<td>.057</td>
<td>.137</td>
<td>2.509</td>
</tr>
<tr>
<td>Supplier Quality Management</td>
<td>.069</td>
<td>.059</td>
<td>.063</td>
<td>2.175</td>
</tr>
<tr>
<td>Knowledge and Process</td>
<td>.067</td>
<td>.072</td>
<td>.050</td>
<td>4.928</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Organizational Effectiveness
Source: SPSS Version 21.0

Test of Hypothesis One

Ho: Customer focus has no significant positive relationship with organizational effectiveness in selected breweries in South East Nigeria.
Hi: Customer focus has significant positive relationship with organizational effectiveness in selected breweries in South East Nigeria.
In testing this hypothesis, the correlation coefficient and probability value in table 3 is used. Customer focus has a t-value of 2.553 and a probability value of 0.012 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that customer focus has significant positive relationship with organizational effectiveness in selected breweries in South East Nigeria.

**Test of Hypothesis Two**
Ho: Strategic quality planning has no significant positive relationship with organizational effectiveness in selected breweries in South East Nigeria.
Hi: Strategic quality planning has a significant positive relationship with organizational effectiveness in selected breweries in South East Nigeria.

Strategic quality planning has a t-value of 2.509 and a probability value of 0.013 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that strategic quality planning has a significant positive relationship with organizational effectiveness in selected breweries in South East Nigeria.

**Test of Hypothesis Three**
Ho: Supplier quality management has no significant positive relationship with organizational effectiveness in selected breweries in South East Nigeria.
Hi: Supplier quality management has a significant positive relationship with organizational effectiveness in selected breweries in South East Nigeria.

Supplier quality management has a t-value of 2.175 and a probability value of 0.007 which is statistically significant. Therefore, we reject the null hypotheses and accept the alternative hypothesis which states that supplier quality management has a significant positive relationship with organizational effectiveness in selected breweries in South East Nigeria.

**Test of Hypothesis Four**
Ho: Knowledge and process management has no significant positive relationship with organizational effectiveness in selected breweries in South East Nigeria.
Hi: Knowledge and process management has significant positive relationship with organizational effectiveness in selected breweries in South East Nigeria.

Knowledge and process management has a t-value of 4.928 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses and conclude that knowledge and process management has significant positive relationship with organizational effectiveness in selected breweries in South East Nigeria.

**CONCLUSION**
The study investigated the relationship between total quality management and organizational effectiveness in selected breweries in South East Nigeria. Data generated from the employees of selected breweries in South East Nigeria were analyzed and the following become evident. The study found that customer focus has significant positive relationship with organizational effectiveness. Strategic quality planning was found to have significant positive relationship with organizational effectiveness. Similarly, supplier quality management was found to have significant positive relationship with organizational effectiveness. Furthermore, knowledge and process management was found to have significant positive relationship with organizational effectiveness. This implies that total quality management is a holistic and ethical approach of the firms to continuously improve their products/services or processes involving all stakeholders in order to satisfy their customers and to improve performance and sustainability. The results obtained indicate that total quality management practices considered in this improve overall organizational effectiveness in selected breweries in South East Nigeria. It can be concluded that total quality management has significant positive relationship with organizational effectiveness in selected breweries in South East Nigeria.

The study recommended that breweries in South East Nigeria should improve employee involvement/skill and firm structure and allocate sufficient resources to implement total quality management successfully. Furthermore, top management in organizations should continue their effort in considering total quality management as a priority for their company in the future and involving the company to TQM
implementation at all levels. Also, companies should continue its look into ways to enhance its knowledge and process management. Continuous improvement in organizational knowledge and process are important factor in total quality management. The company should give this more attention in regards to the value of its implementation especially in relation to achieving organizational effectiveness.

REFERENCES


