
Total Quality Management and Organisational Performance

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ABSTRACT: *The purpose of this study is to evaluate 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 report of the bank for the years (2010-2019) and staff of the bank in Ondo state based on Senatorial District in the state. Questionnaire was designed and data collected using 5-Point Likert-Scale questionnaire which was administered on sample of 196 respondents comprises of bank staff, management and customers at the bank in three Senatorial District of the state. The data was analyzed using descriptive statistic in line with graph, Regression Statistical Technique. Five hypotheses formulated were tested using Eview9 at 0.05(5%) level of significance respectively. Findings divulge that there is a significant relationship between all selected variables of employment involvement team work and trust on first bank non-financial performance at (0.090<0.05.) 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 been done regarding several factors directly affected organisational performance in the area of as organisation size, culture and level of innovation. Therefore, future researches could study these impact of Total Quality Management (TQM) on organisational performance. The study recommends that Employees and Customers should be the First Bank most important asset. Thus, this will be supportive through investment in training and development and communication skill. This will enhance the strengthening of the knowledge base of their employees' thereby enquiring those people to confront the challenges and stay ahead in the industry.*

KEYWORDS: total quality management, organisational performance, education and training, leadership structure and top management commitment.

INTRODUCTION

In a clear sense, for the managers to achieve the set standard in the organisations, total quality management was recommended so as to concentrate on managing the total organization to deliver quality to customers and to infuse quality values throughout every activities within an organisation. Four significant elements quality management are employee involvement, focus on the customer, benchmarking and continuous improvement. Total quality management is not a quick fix. Some of today's company pursue high ambitious quality base to demonstrate their commitment to improving quality.

Total Quality Management is a structured system for satisfying internal and external customers and suppliers by integrating in the business environment, continuous improvement, and breakthroughs with development, improvement, and maintenance cycles while changing the whole organisational culture, (Fotopoulos, Psomas, and Vouzas, 2010). This is the comprehensive approach towards quality management covering all areas of business. Like other industries, quality improvement is taking place at a revolutionary pace in the banking sector, (Rana, 2005).

The banking industry performs very important function in the economic development of any nation. The primary and the most important function of the banking sector is the financial intermediation functions in which banks act as the financial intermediaries, mobilizing funds from the surplus units and making them available for the use of the deficit units of the economy (Robson, Prabhu and Mitchell, 2014). In carrying out their various function in the economy, bank have responsibilities towards their customers, shareholders, the government and the society. The banking industry had gone through a number of changes over the years and the most prominent of these changes is the ending of the "arm chair" banking system. In their words, the industry continues having the impact of competitions, which brought about the need to put in place more serious strategies and effort in the delivery of banking products and services (Baker and Silvadan, 2013). Other sources of changes include, recapitalization of bank, liberalization of the economy signaling the re-entry of global banks, advancement of technology and the rapidly increasing sophistication and the demand of today's bank customers (Baker and Silvadan, 2018).

LITERATURE REVIEW

Quality and Total Quality Management

Quality means different thing to different people at different times. Hence, there seems not to be a universally acceptable definition of quality. For the purpose of this study however, review on certain authorities to conceptualize the concept of quality will be explained. According to Hassan

(2009), Quality, refers to all the features and characteristics of a product or service that are relevant to its ability to satisfy a particular need. Crosby (2014) defined quality as conformance to requirements or specification. Kotler and Armstrong (2001) sees quality as the ability of a product or service to perform its functions which include overall durability, reliability, precision, ease of maintenance and repair and other customer valued attributes. Quality is the degree at which customers' requirements are met. Ishola, (2009).Traditionally, quality could be seen as relating to only entities that produce tangible products. The popularity of the concept of quality and its applicability to service rendering organisations like banks is gradually positioning the concept as very critical not only in attaining an organisations goal but a source of competitive advantage. Quality is one of the main devices used by banks to achieve most of its goals. In today's complex business environment, organisations are facing the growing challenges from global competition and more enlightened and sophisticated customers in terms of what they want and their ever changing needs. (Salman, 2015).

According to Palin (2016), Total Quality Management is the description of the culture, attitude and organisation of a company that strives to provide customers with products and services that satisfies their needs. The culture requires quality in all aspects of the company's operation with processes being done right the first time and defects and waste eradicated from operation.

Adeoti (2013) viewed total quality management as a way of managing to improve the effectiveness, efficiency and flexibility of a business as a whole. Quality management, Quality assurance and Quality Control are all embodied in Total Quality Management together with all management activities. Total Quality Management involves the entire organisation, getting organized in every department, in every activity with every single person at all levels. This involve putting in place processes and systems which will ensure that every aspect of its activities is aligned to satisfying customer needs and organisation objective without waste of effort by releasing the full potential of everyone within an organisation. Myoung-Ho lee (2000) opined that Total Quality Management focuses on customer oriented approach so as to pursue strategically the continuous improvement of the result from all processes.

Market Share Value

Pearce and Robinson (2003) also see market share as sales relative to those of other competitors in the market. Market share is usually used to express competitive position. It is also generally accepted that increased market share can be equated with success, whereas decreased market share is a manifestation of unfavorable actions by firm and usually equated with failure. However, high market share has been associated with higher profits. Three outstanding theories emerge and present a clear direction and firm behaviour about market share and its impact on profitability. These are Market power theory, Product quality assessment theory and Efficiency theory, Strategic management theory and Contribution theory. Structure plays an important role in shaping organisational processes (Fidler, 2017) by dictating the pattern of communication and

information flow and the presence or absence of leadership opportunities (Owens, 2001). Consequently, structure can directly influence the nature of school leadership by “activating” leadership capacity (Camburn, Rowan, & Taylor, 2003). By creating systematic and predictable opportunities for teachers to cooperate and collaborate with their colleagues, collective learning is enhanced and teacher leaders are better able to contribute to the professional development of their colleagues (Symlie & Perry, 2018). Elmore (2009) emphatically claims that improvements in teaching and learning will not occur until there is an expectation that in addition to taking responsibility for their own learning and the learning of their students, teachers must take responsibility for their colleagues’ learning as well. Seashore Louis, Anderson, and Wahlstrom (2004) suggest that supporting the development of others is another one of the key leadership functions that school leaders can engage in that will impact student learning. Not to be confused with the role of lead teachers, senior teachers are also veteran teachers that have demonstrated their mastery in a specific teaching area. As curriculum coordinators they administer assessment, model instruction, and monitor curriculum implementation.

Leadership Structures

Over the last two decades, the theory of leadership styles has been growth (Bass and Avolio, 1994). Leadership is one of the most significant branches of management (Almari, and Isaac, 2018). That leadership is an exceptional ability of individual characteristics (Forbes, n.d.); (Ameen & Ahmad, 2012). The concept of leadership is a human theory that is constantly researched, and it continuously develops a characteristic of leadership (Horner). According to (Bass M., 1990) established a breakthrough in this field when noted that leadership was not only a process of influence of the leader upon others but an interaction process that could be influenced by anyone involved. For Bass “leadership is an interaction between two or more members of a group that often involves a structuring or restructuring of the situation and the perceptions and expectations of member. Leadership occurs when one group member modifies the motivation or competencies of others in the group. Any member of the group can exhibit some amount of leadership”. According to Adair, “Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and to improve their performance and to direct them towards goals. Leaders are a key source of influence on organisational variables as well as productivity (Sayed Khalifa, 2018), "Leadership consists of method, not magic" (Schmoker, 2001). Good leaders can be achieved with the desire and hard work, a good leader does not born by itself without any effort to form it (Jago, 2012).

Transactional Leadership

The relationship between leader and subordinate is a gratification exchange design and have a purpose to give maximum benefit to each individual in the organization (Al-Obthani & Ameen, 2018). The focus of transactional is on the lead between leader and employees. This reciprocal process gives effect to the achievement of organisational goals, moreover the reciprocity process also capable of performing functions to provide conducive conditions and provide

encouragement to subordinates as well as provide a good example in terms of achieving the vision of organization, this process also provides a safe nature from any undesirable risk, and only focus on organisational progress. The roots of this leadership style are- reward, penalty, economic exchange, emotional and corporeal exchanges and other such "transactions" (Umme Salma Sultana). Transactional leadership emphasizes the clarification of goals, work standards, assignments, and equipment (Tracey.). The transactional leader resists change and concentrates on attempting to maintain the status quo. As a transactional leadership factor, contingent reward entitles a task-oriented leadership behavior that provides followers with rewards (materialistic or psychological) depending on the fulfillment of certain tasks. According to (M., 1978), the transactional leader tends to focus on task completion and employee compliance and these leaders rely quite heavily on organisational rewards and punishments to influence employee performance. Transactional leadership in organisations plays an exchange role between managers and subordinates. Transactional leadership style is understood to be the exchange of rewards and targets between employees and management. (Bass and Avolio, 1993) explained Transactional leaders motivate subordinates through the use of contingent rewards, corrective actions and rule enforcement. Transactional leaders also are capable of give punishment for poor effort or unsatisfied outcomes (Hargis, 2001). The transactional leader will first validate the relationship between performance and reward and then exchange it for an appropriate response that encourages subordinates to improve performance. There are predefined concurrences with the subordinates in the transactional initiative as the transformational leadership has been examined on aggregate basic leadership. Transactional leadership about relationship between leader and subordinate is a gratification exchange design and have purpose to give maximum benefit to each individual in the organisation. The application of this style is usually for simple transactions on the market, where each of the leaders and subordinates moves from each transaction to achieve satisfaction. The marketplace demands reciprocity, flexibility, adaptability, and real-time cost-benefit analysis. At this time, many of the researchers are keen to explore the transactional leadership model (Al-Shibami, 2018). There are many criticisms of the leadership model, because it causes the short-term relationship between leaders and subordinates. Meanwhile, Burns argued that transactional leadership cannot increase the idea of subordinates (Nusari et al., 2016).

Elements of Total Quality Management (TQM) and Organisational Performance

In order to implement total quality management successfully, an organisation must concentrate on the elements of total quality management. These elements drive the force behind improvement, leadership, design and planning initiatives (Bhat, & Rajashekhar, 2016). Also, Kumar, De Grosbois, Choisine, & Kumar, (2013) noted that the elements in total quality management are essential parameter which helps organizations outshine their competitors, survive the fierce competition and the success of total quality management depends on eight (8) elements which are further classified into following four groups.

These are:

- a) Foundation
- b) Building Bricks
- c) Binding Mortar
- d) Roof

a) Foundation

Foundation further includes ethics, integrity and trust. The entire process of total quality management is built on a strong foundation of Ethics, Integrity and Trust. Total Quality Management involves every single employee irrespective of his designation and level in the hierarchy.

Ethics: Ethics is an individual's understanding of what is good and bad at the workplace. A thin line of difference does exist between good and bad, which is for you to decide. Ethics teach an individual to follow code of conduct of organization and adhere to rules and regulations.

Integrity: Integrity refers to honesty, values and an individual's sincerity at workplace. You need to respect your organisation's policies. Avoid spreading unnecessary rumours about your fellow workers. Total Quality Management does not work in an environment where employees criticize and backstab each other.

Trust: Trust is one of the most important factors necessary for implementation of total quality management. Employees need to trust each other to ensure participation of each and every individual. Trust improves relationship among employees and eventually helps in better decision making which further helps in implementing total quality management successfully.

b) Bricks

Bricks are placed on a strong foundation to reach the roof of recognition. The foundation needs to be strong enough to hold the bricks and support the roof.

(4) Training: Employees need to be trained on Total Quality Management. Managers need to make their fellow workers aware of the benefits of total quality management and how would it make a difference in their product quality and eventually yield profits for their organisation. Employees need to be trained on interpersonal skills, the ability to work as a team member, technical know-how, decision making skills, problem solving skills and so on. Training enables employees to implement TQM effectively within their departments and also make them indispensable resources.

Teamwork: Team work is a crucial element of total quality management. Rather than working individually, employees need to work in teams. When individuals work in unison, they are in a position to brainstorm ideas and come up with various solutions which would improve existing processes and systems. Team members ought to help each other to find a solution and put into place.

Leadership: Leadership provides a direction to the entire process of Total Quality Management. Total Quality Management needs to have a supervisor who acts as a strong source of inspiration for other members and can assist them in decision making. A leader himself needs to believe in

the entire process of TQM for others to believe in the same. Proper downloads, briefs about TQM must be given from time to time to employees to help them in its successful implementation.

c) **Binding Mortar**

Binding Mortar binds all the elements together

Communication - Communication binds employees and extracts the best out of them. Information needs to be passed on from the sender to the recipient in its desired form. Small misunderstandings in the beginning lead to major problems later on. Employees need to interact with each other to come up with problems existing in the system and find their solutions as well.

Three types of Communication takes place between employees:

Downward Communication: Flow of information takes place from the management to the employees

Upward Communication: Flow of information takes place from the employees to the top level management

Sideways Communication: Communication also takes place between various departments.

d) **Roof**

Recognition: Recognition is the final element of Total Quality Management. Recognition is the most important factor which acts as a catalyst and drives employees to work hard as a team and deliver their lever best. Every individual is hungry for appreciation and recognition. Employees who come up with improvement ideas and perform exceptionally well must be appreciated in front of all. They should be suitably rewarded to expect a brilliant performance from them even the next time.

Characteristics of Total Quality Management (TQM)

A study by Ngo posted on Ezinearticles.com put forward that; TQM is a new method of quality management involving many levels and processes of different functions but requiring an integrated cooperation.

The study also proposed the followings as characteristics of TQM:

Target: In TQM the most important target to achieve is quality. Quality policy must be set toward customer. Meeting customers' needs mean satisfying every customer requirement but not trying to reach quality standards set before. Never stop innovating; never stop perfecting the quality is one of the most important principles of TQM.

Scope: to ensure the quality of product and service, TQM system requires the extending of production process to suppliers and sub-contractors. Normally, the trading of material in production may account for 70% of final product cost (depend on types of product). Therefore, to ensure the quality of the input material, it is necessary to set up specific standards for each type of material to control its quality. It is also necessary to change the method of placing order to make it suitable with the production process.

Form: instead of controlling the quality of the finished product (after production), TQM sets up plans and programs to supervise and prevent problems right before the production process.

Statistical tools are used to supervise, quantitatively analyze the results as well as factors affecting the quality, consider the reasons and take appropriate prevention methods.

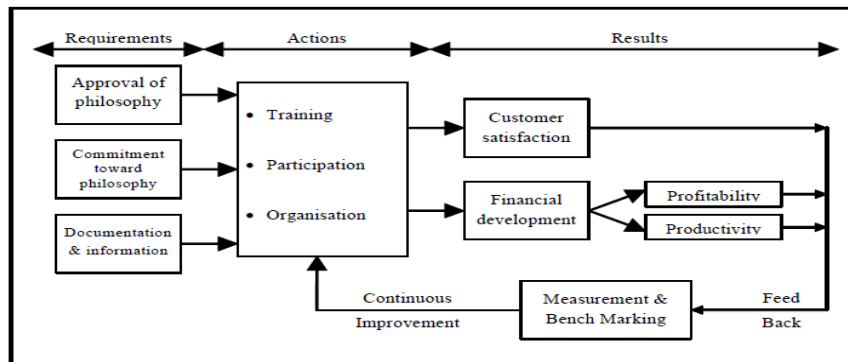
Basis of Total Quality Management (TQM) System

The basis of TQM practice in the company is Human. Talking about quality, people usually think about the product quality. But it is the quality of employees that is the main concern of TQM. Of the three factors Business, which are hard factor (machines, equipments, money...), Soft factor (methods, secrets, information...) and Human factor, Human is of the first concern to TQM. The basic principle for implementation of TQM is that the qualification of employees is developed fully and integratedly through training, delegation and assignment.

Organization: TQM system is cross organized and functioned in order to manage, integratedly corporate with different activities of the system and facilitate group working. The implementation of TQM requires the participation of high and middle level managers. A proper organisation will help duties to be assigned clearly. Thus, TQM needs new management model, with different characteristics from the previous model.

Management skill and tools: Methods to implement must be based on the principle “do correctly at the beginning” in researching and designing to minimize economic cost

Figure 2.1: Model for Elements of Total Quality Management (TQM)



Kelsey, K. D., and Bond, J. A. (2012): A model for Measuring Customers Satisfaction

H01: There is no significant relationship between total quality management (TQM) through education and training of staff on market share value (MSV).

H02: There is no significant relationship between employee involvement and organisational sustainability.

METHODOLOGY

Research Design

The study adopts the *ex-post facto* design base on the fact of Onwumere (2008), a research design is a kind of blue print that guides the researcher in his or her investigation and analysis. The research design is also the structuring of investigation aimed at identifying variables and their relationship to one another, Asika, (2006). The data for this study was obtained from official sources of First bank Plc and also through the questionnaire to be assign to bank staff at designated branches in Ondo state. The survey approach involves studying a sample of elements taken from the study population for propose of primary collection. The method will consider appropriate data since data will be collected through questionnaire. Such data best address the research questions raised. The sample size will be purposively selected based on Forbes 2013 classified of the most recapitalised banks in Nigeria Stock Exchange. Purposive sampling (also known as judgment, selective or subjective sampling) is a sampling technique in which researcher relies on his or her own judgment when choosing members of population to participate in the study. Purposive sampling is a non-probability sampling method and it occurs when “elements selected for the sample are chosen by the judgment of the researcher. Researchers often believe that they can obtain a representative sample by using a sound judgment, which will result in saving time and money”.

DATA ANALYSIS

Data collected was analyzed using descriptive and inferential statistics of Pearson Product Moment Correlation (PPMC) and Ordinary Least Square (OLS) regression technique in line with research questions and objectives of the study and hypotheses were tested using the same mean: Pearson Product Moment Correlation (PPMC) and Ordinary Least Square (OLS) regression technique. All hypotheses will be tested at 0.05 level of significance.

Regression Analysis (OLS Technique)

In order to capture the broad objectives of the study, ordinary least square (OLS) regression analysis was used to investigate the impact of total quality management on organisational performance. In doing this, we used multiple definitional models as developed in our analysis. The objective of the test is to determine whether the **signs** and **sizes** of the results are in line with postulated theory. Thus, the postulate theory tells us that the coefficients are positively related to the dependent variable. If an increase in any of the explanatory variables lead to an increase in the dependent variable. The dependent variable was captured by Return on assets (ROA) as a measure of organisational sustainability and Market Share Value (MSV).

Financial Organisational Performance Was Measured with (ROA)

Table 1: Ordinary Least Square (OLS) Regression Model

Dependent Variable: Return on Asset (ROA)				
Method: Ordinary Least Square (OLS)				
Included Observations: 137				
Variables	Coefficient	Standard Err	T-statistic	Probabilities
Intercept (β_0)	4.038	0.512	7.893	0.000
TMC	0.206	0.089	2.317	0.090
ET	0.333	0.093	3.139	0.057
R ² =0.603, R ² bar= 0.602, F-stats(4, 132)= 13.659, D.W-stats., 1.567				

Source: Eview 9.0

All the variable used to measure return on asset and market share value were significant to show impact of total quality management on organisational performance from the analysis done in this research.

The intercept value shown was **4.038** which means, return on asset has a measure of profitability ratio and organisational performance has **403.8** percent when other variables are held constant, this means, Organizational Sustainability through (ROA) has positive value when others variables were held constant and can stand alone without independents variables which serve as way of boosting organisational performance. Top Management Commitment (TMC) shown that 1 percent increases has influence on return on asset of the bank (ROA) which brought firm performance with 20.6 percent increases on organisational performance of first bank through return on asset (ROA) and this increase determined how efficient and effect of top management officers commitment to the development of the institution at large and prevent ineptitude spending of fund and money at the bank (i.e. first bank), this was justified through significant level of t-statistics that was greater than t-critical value $2.317 > 1.9781$, thus, it can be used for policy making by way of boosting organisational performance and financial improvement at the bank.

Education and Training (ET) shows that 1unit increases Education and Training brought 33.3 percent increase on organisational performance through return on asset at first bank Plc and it is statistically significant using rule of thumb and T-test statistic $2.986 > 1.9674$ respectively. Education and Training is a key component of total quality management in the any organisational in Nigeria and world at large, a well-structure organisational training and educational scheme at any organisational like first bank increase the standard of staff and organisational at large.

$$ROA = \beta_0 + \beta_1 COM + \beta_2 TMC + \beta_3 LS + \Omega \dots \dots \dots 1$$

$$\text{ROA} = 4.038 + 0.206\text{TMC} + 0.333\text{ET} + \Omega t$$

$$\text{S.e} \quad (0.512) \quad (0.089) \quad (0.093)$$

$$\text{T-Stat} \quad \{7.893\} \quad \{2.317\} \quad \{3.139\}$$

Hypothesis One: (H₀₁) null hypothesis

(H₀₁): There is no significant relationship between total quality management (TQM) through education and training of staff on market share value (MSV).

Education and training of staff of any organisation is an important thing to reckon with, training is very important for employees to be very productive in the company. Management is responsible for implementing TQM in their departments and to spread the philosophy of TQM among employees operate. Training education programs are important in creating and maintaining an environment for quality improvement. Market share value (MSV) improve the capital base of first bank through proper training and education in most time From the hypothesis statement above, it is cleared that there is significant relationship between total quality management (TQM) through education and training of staff on market share value (MSV). Based on the result of analysis done above, training of staff had improved the standard of first bank by given more credence to the value of stocks and shares of the bank at capital market. The result of the analysis has shown the influence of total quality management through training and educational skill of staff on financial performance of first bank was significant to prove the standard of impact of total quality management (TQM) on development of financial sector in Nigeria. Base on this fact, market share value (MSV) is a measure to justify organisation performance in the financial sector. Therefore, null hypothesis (**H₀₂**) was rejected and acceptance of alternative hypothesis was done that there is significant relationship between total quality management (TQM) through education and training of staff on market share value (MSV) at first bank in Nigeria base in the years of view.

Hypothesis Two: (H₀₂) null hypotheses

(H₀₂): There is no significant relationship between leadership structures and employee involvement on organizational sustainability.

Leadership as a process whereby an individual influences a group of individuals to achieve a common goal. Leadership was not only a process of influence of the leader upon others but an interaction process that could be influenced by anyone involved. For Bass “leadership is an interaction between two or more members of a group that often involves a structuring or restructuring of the situation and the perceptions and expectations of member. Leadership occurs when one group member modifies the motivation or competencies of others in the group and employee involvement is also necessary in achieving organisational sustainability and development. According to Adair, (2018), Leadership is the ability to persuade others to seek defined objectives enthusiastically through total quality management (TQM).Based on the result

of hypothesis analysed in respect to this objective, leadership structures and employee involvement on organizational 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. The result of the analysis has shown the influence of total quality management (TQM) through leadership structure and employee involvement in the decision making of first bank. Base on this fact, organizational sustainability is a measure to justify organisation performance in the financial sector. Therefore, null hypothesis (H_{02}) were rejected and acceptance of alternative hypotheses were done that there was significant relationship between leadership structures and employee involvement on organizational sustainability at first bank in Nigeria base in the years of view.

CONCLUSION AND RECOMMENDATIONS

The result of data dispensation from the model specified above using return on asset (ROA) and market share value (MSV) as the measure of organisational performance through Statistical Package for Social Science (SPSS) that refer to coefficient of determination (R^2) and the adjusted R-square value shown the influence of education and training, employees' level of job commitment and support, leadership structures, and Total Employee Involvement on Organisation Performance with 60.3% (R^2) and 60.2% of adjusted R-square of predictive power of variable. With this, more can be say of total quality management impact on first performance in Nigeria. Therefore, in this study, impact of total quality management on organisational performance which is included Trust, team work, communication, employee involvement, training, leadership and total employee involvement element in order to improve the Organisation Performance of the first bank Plc. According to the descriptive and correlation analysis on this research, TQM of first bank of privative and service sector in Nigeria is at a moderate level and tends to reach a high level in which indicated by several elements of TQM as the independent variables in this research. The detailed analysis shows the relatively high average of the four elements of TQM which are, Trust, team work, communication, employee involvement, training, leadership. Also, the detailed analysis also indicates the same result on Organisation Performance as the dependent variable in this research. Organisation Performance in financial sector in Nigeria is also at a moderate level and tends to reach a high level with strong consolidation of the sector through (merger and acquisition). Hence, banking system in Nigeria, especially the owner or manager, need to improve the implementation of TQM especially involving the four, i.e. Trust, team work, communication, employee involvement, training, leadership, and total employee involvement in order to enhance organisation performance.

Members in the TQM implementation process must be trained in communication skills, quality awareness and specific problem solving technique such as Statistical quality control, safety, and technical aspects of the job most especially first bank Plc in Nigeria.

Management should involve employees in decision making, this will create a work environment where people have the ability and confidence, to be obliged and initiate necessary steps to satisfy customer requirements in order to achieve organizational values and goals through return on asset and market share value.

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