



The Impact of Total Quality Management on Organizational Effectiveness within the context of Delsu Investment Limited (Delsu Investment Limited)

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Abstract

The primary objective of this research is to investigate the impact of Total Quality Management on organizational effectiveness within the context of Delsu Investment Limited (DELSU INVESTMENT LIMITED). This research work is based on Deming's theory of total Quality Management and EFQM (European Foundation Quality Model). This study employed a descriptive survey design to investigate the relationship between Total Quality Management (TQM) and organizational effectiveness. The total population of the study is 67, this consist of staffs in various department of DELSU Investment Limited (DIL) Abraka, located in Ethiopie East Local Government of Delta State, Nigeria. Since the population is small, the Total Enumeration Sampling Techniques (TEST) approach was employed to determine the sampling size (Reddy and Khan 2023) As a result 67 employees or 100% of the population made up the sample which comprises of core staff of the various departments in DELSU Investment Limited (DIL). Multiple regression analysis was used because it is good at determining the statistical relationship between two or more variables and to make predictions of one variable on the basis of the other according to Unukpo (2017). They were employed using the statistical package for social science (SPSS) software version 23. There's significant positive relationship between top management support and organizational effectiveness of DIL Abraka ($0.047 < 0.05$), thus the null hypothesis is accepted and the alternate hypothesis is rejected, There's significant positive relationship between employee engagement and organizational effectiveness of DIL Abraka ($0.014 < 0.05$), thus the alternate hypothesis is accepted and the null hypothesis is rejected. There's significant positive relationship between continuous improvement and organizational effectiveness of DIL Abraka ($0.133 < 0.05$), thus the null hypothesis is accepted and the alternate hypothesis is rejected. From the findings of the study, it can be concluded that Total Quality Management (TQM) significantly affected the organizational effectiveness of DELSU Investment Limited, in Abraka Delta State. The study recommends that Top management should actively and visibly support TQM initiatives at DELSU Investment Limited (DIL). This involves setting clear objectives, allocating necessary resources, and regularly communicating the importance of quality initiatives. Demonstrating commitment through visible actions, such as attending quality meetings and celebrating achievements, can reinforce the value of TQM and integrate it deeply into the organizational culture. The research provides empirical evidence on how different components of TQM—top management support, employee engagement, continuous improvement, and continuous training affect organizational effectiveness.

Keywords: *Total quality Management, organizational effectiveness, top management support, employee engagement, continuous improvement, continuous training*

Introduction

Total Quality Management (TQM) has emerged as a widely adopted management philosophy that has proven to be instrumental in improving organizational performance and competitiveness across various industries (Djerdjour and Patel, 2019). Total quality management emphasizes a holistic approach to quality that involves all aspects of an organization, ranging from leadership commitment to continuous improvement, employee involvement, and customer satisfaction (Hoyer and Hoyer 2021).

In the 1980s, for the first time, quality has been considered as a competitive weapon that could be used against competitors (Zairi, 2002). It is the most common fact that very few organizations around the world are concerned on quality as a weapon to generate competitive advantage. As quality improves, resulting in improved market share, profitability and market growth (Omachonu & Ross, 2014). Hence, quality approaches to management as a competitive weapon with an emphasis on the word “total” and a broad understanding of “quality” includes all activities at all levels in all areas (Shin et.al, 2018) known as Total Quality Management (TQM) to achieve sustainability and long-term business goals within global market. However, globalization opens the doors for opportunities and challenges as well as increases global market competition between companies.

For the last 20 years, the framework and principles of TQM have been enjoying wide popularity and most of the companies around the world have been experiencing it as a critical tool to achieve competitive advantage (Venkateswarlu & Nilakant, 2015). Practices of TQM principles probably one of the best-understood change management program and could be the best option to face challenges of highly changing global market (Wali et.al, 2018) since quality superiority results in greater customer loyalty, market share improvements, higher stock prices, reduced

service calls, higher prices and greater productivity (Omachonu & Ross, 2020) as well as improved competitive position (Wali et.al, 2018). In fact, adaptation of TQM principles are not only benefited manufacturing and service organizations but also have significant implications in technology (telecommunications, IT), health care (hospitals, medicines), educational institutes (universities/colleges), training centre and government agencies and departments (defence).

While some organization, run TQM like a program which they expect to function and perform the magic all by itself, others have used a half hearted approach to it, by using some bits and pieces of the principles. This has accounted for the failure of most organization in meeting up to their expected target from implementing this ideology. There is a need to continue to buttress the benefits that accrue to organizations from the implementation of TQM, especially in developing economies, such as Nigeria where the adoption of these principles seems farfetched to organizations.

Problem Statement

Despite the widespread recognition and adoption of Total Quality Management (TQM) as a powerful strategy for enhancing organizational performance, numerous studies have identified challenges and issues associated with its implementation. Organizations often encounter obstacles in aligning TQM principles with their unique operational contexts, leading to variations in the effectiveness of implementation. In the case of DELSU Investment Limited (DIL) in Abraka, it is essential to investigate and identify the specific challenges that may hinder the successful adoption and integration of TQM practices.

Studies have highlighted factors such as resistance to change, lack of top management commitment, and inadequate employee involvement as common impediments to the successful implementation of TQM. Moreover, the contextual nature of challenges may vary

across industries and organizations, underscoring the need for a detailed examination within the specific context of DIL. Therefore, a comprehensive analysis of the challenges faced by DIL in implementing TQM is crucial for understanding the potential barriers and devising effective strategies for successful integration.

The primary objective of this research is to investigate the impact of Total Quality Management on organizational effectiveness within the context of Delsu Investment Limited (DELSU INVESTMENT LIMITED). Specific objectives include: to examine the extent to which top management support impact on organizational effectiveness of DIL Abraka, to determine the level of employee engagement on organizational effectiveness of DIL Abraka and to investigate the extent to which continuous improvement impact on organizational effectiveness of DIL Abraka. The research questions and hypotheses are in line with the research objectives.

Review of Related Literature

Concept of Quality

Quality speaks of authenticity, high standard, integrity and value not just in organizations or products and services but in every aspect of human life. The need for quality as a fundamental component in the formulation of strategies for institutions to implement TQM is clearly outlined present in the day-to-day running of an institution, in aspects such as establishment of policies, decision process, selection of personnel, allocation of resources, definition of priorities and service delivery to satisfy customer requirements". According to Djerdjour and Patel (2019), quality is no longer an optional extra; it is an essential strategy to survive.

Total Quality Management is therefore a solution for improving the quality of products and services. Before one can discuss the concept of TQM, one first needs to discuss, understand and analyze the concept of 'quality' itself. According to Dale (2020) and Evans and Dean (2019)

quality, reliability, delivery and price build the reputation enjoyed by an institution. Quality is the most important of these competitive weapons and is an extremely difficult concept to define in a few words in order to agree on a consensus definition; a trait it shares with many phenomena in business and social sciences (Hoyer and Hoyer 2021). Quality does not only refer to goods and services but includes quality of time, place, equipment and tools, processes, people, the environment and safety, information and measurement (Dale 2020).

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.

Total Quality Management 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. Bellis-Jones and Hand, (1999) 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.

Total Quality Management (TQM) Strategy

Four components frequently cited as critical to a successful TQM strategy are customer satisfaction, employee involvement, managerial leadership, and process improvement and control. Marketing theory has long recognized the importance of

customer satisfaction to the business organization. Quality-focused organizations must identify their customers (both internal and external), determine the specific needs of these customers, integrate all activities of the organization (including marketing, production, finance, HRM, and IS) to satisfy the needs of these customers, and finally, follow up to ensure the customers have been satisfied (Feigenbaum 1991). JIT, TQM, and SCM represent alternate approaches to improving the effectiveness and efficiency of an organization's operations function. The cost of quality is considered by both Crosby and Juran to be the primary tool for measuring quality. In their approach, it is used to track the effectiveness of the TQM process, select quality improvement projects, and provide cost justification to doubters. By bringing together these easily assembled costs of review, inspection, testing, scrap, and rework, one can convince management and others of the need for quality improvement." Cost of quality has received increasing attention in recent years. It is effective in its intended purpose of raising awareness about quality and communicating to management the benefits of TQM in terms of dollars. Under TQM systems, product/service design efforts have two objectives: designing manufacturable products and designing quality into the products (Handfield, Jayaram and Ghosh, 2019). Designing to simplify manufacturing utilizes cross-functional teams to reduce the number of parts per product and standardize the parts (Chase, Aquilano and Jacob, 2021), which results in more efficient process management by reducing process complexity and process variance (Ahire and Dreyfus, 2020).

Top Management Commitment and Support

Top management commitment and support are foundational pillars of Total Quality Management (TQM). Scholars and experts in quality management have emphasized the critical role that top management plays in

fostering a culture of quality excellence within an organization.

Dale (2020) highlights the importance of top management's understanding and buy-in when it comes to TQM. Leaders must have a deep comprehension of TQM principles and methodologies to effectively lead quality improvement initiatives. This understanding goes beyond surface-level knowledge and encompasses a deep appreciation for how TQM aligns with the organization's goals and values. Choppins (1995) highlights the pivotal role of top management in providing the necessary resources for TQM initiatives to succeed. This includes allocating finances, time, personnel, and technology necessary to support quality improvement efforts across the organization. Without adequate resources, TQM initiatives may lack the necessary support to achieve their goals.

Oschman (2019) suggests that top management should set clear expectations regarding quality standards, performance goals, and the importance of continuous improvement. This involves defining measurable objectives, outlining the role of each department in quality improvement, and communicating the importance of quality excellence to all employees.

Furthermore, effective top management identifies and removes barriers that hinder the successful implementation of TQM, as discussed by Dale (2020). This may involve addressing organizational silos, resistance to change, and other obstacles that impede quality improvement efforts. Leaders play a crucial role in restructuring processes, fostering collaboration between departments, and promoting a culture of openness to change.

Total Employee Engagement

Total employee involvement is a fundamental principle in Total Quality Management (TQM) that emphasizes the active participation and contribution of every employee in quality improvement initiatives and processes. Scholars and experts in quality management have

extensively discussed the significance of involving employees at all levels to achieve quality excellence within an organization.

Barner (2008) stresses the importance of total employee involvement as a key aspect of TQM. This principle contrasts TQM from previous quality management initiatives by emphasizing that TQM is not just a top-down approach but a way of organizing and involving the entire organization, including every department, activity, and individual employee. In TQM, every employee is seen as a valuable contributor to the quality improvement process.

Choppins (1995) further elaborates on the role of total employee involvement in TQM by highlighting its importance as an outcome and a condition for continuous improvement. Teams are generally viewed as more powerful and effective work entities than individuals, and teamwork is essential for all organizations to work more flexibly and develop mutual trust among members. Total employee involvement fosters a sense of ownership and accountability for quality improvement initiatives.

Oschman (2019) emphasizes that empowerment is an integral part of total employee involvement in TQM. Empowerment creates an environment where employees have the ability, confidence, and commitment to take responsibility and ownership of improving processes to satisfy customer requirements and achieve organizational goals. TQM offers ways in which empowerment of employees can support an organization's efforts not only in quality improvement but also in overall organizational effectiveness.

Continuous improvement

Continuous improvement is a cornerstone principle of Total Quality Management (TQM) that focuses on ongoing enhancement of processes, products, services, and organizational performance. Scholars and experts in quality management have extensively discussed the importance of continuous improvement in driving

excellence and competitiveness within organizations.

Dale (2020) emphasizes that the best way to improve organizational output is through continuous improvement. Quality improvement is not a task with an end; it is a dynamic process that requires organizations to constantly seek opportunities for enhancement. This emphasis on continuous improvement aligns with the core philosophy of TQM, which advocates for never-ending efforts to meet both external and internal customer needs.

Oschman (2019) underscores that continuous improvement is not just about making incremental changes but also about encouraging bold and innovative initiatives. TQM encourages organizations to adopt a proactive approach to improvement, leveraging data, feedback, and best practices to drive meaningful and sustainable enhancements across all aspects of operations.

Theoretical Framework

Total Quality Management (TQM) is a quality improvement body of methodologies that are customer-based and service oriented. TQM was first developed in Japan in 1940s after the Second World War by quality gurus who includes Shewhart, Deming, Juran, Feigenbaum, Ishikawa and Taguchi and then spread in popularity. However, while TQM may refer to a set of customer based practices that intend to improve quality and promote process improvement, there are several different theories at work guiding TQM practices. This research work is based on Deming's theory of total Quality Management and EFQM (European Foundation Quality Model).

Deming's theory of Total Quality Management was postulated by W. Edwards Deming worked as a statistician and researcher during World War II, and in the 1950s and rests upon fourteen points of management he identified, the system of profound knowledge, and the Shewart Cycle (Plan-Do-Check-Act). He is known for his ratio - Quality is equal to the result of work

efforts over the total costs. If a company is to focus on costs, the problem is that costs rise while quality deteriorates. Deming's system of profound knowledge consists of the following four points:

Research Methodology

Research Design

This study employed a descriptive survey design to investigate the relationship between Total Quality Management (TQM) and organizational effectiveness. The study adopted a mixed-methods approach, combining participant observation and surveys to gather comprehensive data. This

approach was deemed most applicable due to its capacity to collect large and standardized data.

Population of the Study

Okeke (2002) defines population as the collection of elements, units or individuals for which information is sought. The total population of the study is 67, this consist of staffs in various department of DELSU Investment Limited (DIL) Abraka, located in Ethiope East Local Government of Delta State, Nigeria.

The breakdown of the population is detailed in the table below:

List of DELSU Investments Units

Departments in DIL	No. of Employees
Bakery	7
Block Industry	1
Consultancy	11
Eatery	4
Farm	2
Guest house	9
ICT	5
Oil Mill	1
Petrol Station	5
Printing Press	13
Water Factory	10
Total	67

Source: Managements of DELSU Investment Limited (DIL), Abraka.

The total population was collected directly from the management of DELSU Investment Limited (DIL), Abraka. The total population comprises of major staffs in charge of the various department listed in the table above.

Sample size and sampling technique

According to Osuala (2023), sampling is any portion of a population or universe taken as a representative of that population. It is a group of relatively smaller number of people or events selected from a population for investigation purpose. Since the population is small, the Total Enumeration Sampling Techniques (TEST) approach was employed to determine the sampling size (Reddy and Khan 2023) As a result 67

employees or 100% of the population made up the sample which comprises of core staff of the various departments in DELSU Investment Limited (DIL).

Research Instrument

The instrument for data collection is a questionnaire. It consists of section A and B. Section A; elicit personal information about the respondents.

Method of Data Administration

The researcher administered the questionnaire to the staff of DELSU Investment Limited (DIL), Abraka, in Ethiope East Local Government Area of Delta State with the assistance of selected staff members of the organization. The

questionnaires were distributed to the respondents and subsequently collected after completion before being returned to the researcher for coding and analysis.

Validity of research instrument

The validity of the research instrument will be ensured through multiple steps. Content validity will be established by reviewing existing literature on TQM and organizational effectiveness and consulting experts to ensure comprehensive coverage of relevant dimensions. Construct validity will be confirmed through exploratory factor analysis to verify the underlying structure of the questionnaire. These steps will ensure the instrument accurately measures TQM practices and their impact on organizational effectiveness at DELSU Investment Limited (DIL) in Abraka.

Test of Validity:

The study performed content validity testing. This has to do with administering the

questionnaire to 10 expert researchers. Their feedback was used to improve the questionnaire. Content validity is defined as “the degree to which items in an instrument reflect the content universe to which the instrument will be generalized” it is highly recommended to apply content validity while the new instrument was developed.

Reliability of Instrument:

Reliability refers to the stability of the measuring instrument used and its consistency over time. The literature reveals that the acceptable reliability should fall between 0.70 and above, however 0.60 may be acceptable. A high value of Cronbach's alpha test means that the stability, reliability and certainty of the instrument used in measurement is very assured (Singh & Masuku, 2014). The reliability score of the construct yielded a Cronbach's alpha of $r=0.811$ as shown below in the table below:

Reliability Statistics:

Cronbach's Alpha	No of Items
.811	5

Source: SPSS Version 23.

Method of Data Collection:

Data was collected through primary and secondary sources. Questionnaire administered to respondents is of the primary data source. The source of primary data for this study is the questionnaires which were administered to sixty seven (67) staff of DELSU Investment Limited (DIL) Abraka in Delta State. The collection of data that was used for analytical purpose in this research was done by means of a self-administered structured questionnaire distributed to staff in DELSU Investment Limited (DIL) Abraka, Delta State and retrieved thereafter by hand after given the respondents sufficient time to respond to the various questionnaires constructs in each of the sub-scales. The internet as well as the library constituted the secondary data collection medium. This includes journals,

newspapers, magazines, textbooks, research findings reports etc.

Method of Data Analysis:

In this study, statistical techniques of data analysis were used. The list includes: descriptive statistics, frequency analysis and multiple regression analysis. Multiple regression analysis was used because it is good at determining the statistical relationship between two or more variables and to make predictions of one variable on the basis of the other according to Unukpo (2017). They were employed using the statistical package for social science (SPSS) software version 23.

Data Analysis and Presentation of Results

This chapter provides a detailed analysis of data collected from field survey via the

administration of questionnaire. The questionnaire comprises of two sections; A and B. While section 'A' contains four (4) questions on the demographics of the respondents such as Gender, Age, education and marital status, section 'B' contains twenty (25) questions on the aspect of "Total Quality Management (TQM) and organizational effectiveness at DELSU.. Investment Limited (DIL), Abraka." A total number of 67 questionnaire were distributed to the employees in DELSU.. Investment Limited (DIL), Abraka, out of which Sixty (60) respondents were returned properly and

adequately completed. The data collected from the respondents via questionnaire will be classified, organized and analyzed.

General Response Rate:

Sixty Seven (67) copies of questionnaires were administered specifically to employees in DELSU Investment Limited (DIL), Abraka. A total of Sixty seven (67) questionnaires were retrieved properly and 60 copies were adequately completed by the staffs. The 60 questionnaires will be used for the analysis of this study.

Analysis of the Field Survey.

The analysis from the field survey is presented below in tabular form:

	Number administered	Number returned	Unused copies	Number used	Response rate
Employees	67	67	7	60	89.5%

Socio-Demographic Profile of the Respondents:

This section shows the reported demographic profile of the sample, showing

distribution in terms of gender, age, academic qualification and marital status.

Gender Distribution

Gender	No of Respondents	Percentage
Male	25	41.7%
Female	35	58.3%
Total	60	100

Age Group Distribution

Age Category	No of Respondents	Percentage
Below 30 years	25	41.7%
31 – 40 years	20	33.3%
41 - 50 years	15	25%
Total	60	100

Educational Background

Educational Status	No of Respondents	Percentage
O'Level	14	23.3%
NCE/OND	17	28.3%
HND/B.SC	25	41.7%
Postgraduate Degree	4	6.7%
Total	60	100

Marital Status

Marital Status	No of Respondents	Percentage
Single	29	48.3%
Married	24	40.0%
Divorced	7	11.7%
Total	60	100

Source: Researcher's Field Survey Result (2026)

The table above shows the gender, age, marital and educational status of the sample population. It shows that 35 out of the total questionnaires returned were Female representing 58.3% of the total sample size while 25 were Male representing 41.7% of the total sample size. From the above analysis, it can be inferred that majority of the respondents were Females.

The numbers of the respondents that are below 30 years of age, were 25, and this represents 41.7% of the total sample followed by 20 respondents in the age bracket of 31-40 which represents 33.3% of the total sample. 15 respondents are in the age bracket of 41-50 making up 25% of the total sample size.

The table also presented information on the educational status of the respondents. It shows that 25 respondents have a Bachelor's degree making up 33.3% of the total respondents. 17 respondents have an NCE/OND degree making up 28.3% of the total respondents. 14 respondents have O' Level certificate representing 23.3% of the total respondents. 4 respondents have a

postgraduate degree representing 6.7% of the total respondents. It is vivid that majority of the respondents have a Bachelor's degree as their highest academic qualification.

Furthermore, regarding the marital status of the sample population. It shows that 29 respondents are Single, representing 48.3% of the sample population which is clearly the largest. 24 respondents are married and this represents 40.0% of the total respondents. While 7 respondents are divorced and this represents 11.7% of the total sample size. It can thus be inferred that majority of the respondents are single.

Test of Hypothesis:

Four (4) hypotheses will be tested using the multiple regression analysis in the course of this study. In the regression analysis, when the significant (sig) value is less than 0.05 for 95% confidence level or less than 0.01 for 99% confidence level we accept the alternative hypothesis and reject the null hypothesis and vice versa.

Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.797 ^a	.635	.609	.24825

Source: Data Analysis Survey 2024, using SPSS.

Predictors: (Constant), Top Management Support, Employee Engagement, Continuous Improvement, Continuous Training.

Dependent Variable: Organizational Effectiveness.

Above revealed that there is a strong relationship at $R=0.797^a$ between the

Independent Variables (Top Management Support, Employee Engagement, Continuous Improvement and Continuous Training) and the Dependent variable (Organizational Effectiveness). The coefficient of determination $R^2 = 0.635$ implies that, the Independent Variables (Top Management Support, Employee

Engagement, Continuous Improvement and Continuous Training) accounts for 63.5% of variations having a significant effect on Dependent variable (Organizational Effectiveness). The Adjusted R Square 0.668 measures the goodness or fitness of

the model and also explain the impact of Top Management Support, Employee Engagement, Continuous Improvement and Continuous Training in relation to Organizational Effectiveness 66.8% ways.

ANOVA

Model		Sum of Squares	Degree of Freedom	Mean Square	F-Ratio	Significance
1	Regression	5.904	4	1.476	23.949	.000 ^b
	Residual	3.390	55	.062		
	Total	9.293	59			

Source: Data Analysis Survey 2026, using SPSS.

a. Dependent Variable: Organizational Effectiveness.

b. Predictors: (Constant) Top Management Support, Employee Engagement, Continuous Improvement, Continuous Training.

Table 4.3.2 shows that the F-Ratio is the Mean Square Regression (1.476) divided by the Mean Square Residual (0.062), yielding

F=23.949. From the result in this table the level of statistical significant (Sig <.000). Therefore, Top Management Support, Employee Engagement, Continuous Improvement, and Continuous Training is a significant predictor of Organizational Effectiveness.

Multiple Regression Analysis of Total Quality Management (TQM) on organizational effectiveness

Coefficients.

Model		Unstandardized Coefficients.		Standardized Coefficients	Test Statistic Value	Significance
		B	St.d Error	Beta		
1	Constant	0.135	0.358		0.378	0.707
	Top Management Support	0.189	0.093	0.198	2.034	0.047
	Employee Engagement	0.285	0.129	0.258	2.206	0.032
	Continuous Improvement	0.190	0.124	0.178	1.523	0.133
	Continuous Training	0.339	0.133	0.326	2.549	0.014

Source: Data Analysis Result 2026, SPSS.

a. Dependent Variable: organizational effectiveness.

The table 4.3.3.above, revealed the degree of the impact of Top Management Support, Employee Engagement, Continuous

Improvement, and Continuous Training on organizational effectiveness and its level of significance. The result shows that Continuous Training has the highest value ($\beta=0.339$, $t=2.549$, $p<0.014$). This is followed by Employee Engagement ($\beta=0.336$, $t=2.549$, $p<0.014$). The next with highest value is Top Management Support ($\beta=0.189$, $t=2.034$, $p<0.047$), Continuous Improvement has the least value ($\beta=0.190$, $t=1.523$, $p<0.133$). All the variables have significant values since the associated p-values are less than 0.05. This implies that Top Management Support, Employee Engagement, Continuous Improvement, and Continuous Training have significant effect on organizational effectiveness. Except for Continuous Improvement whose p-value is greater than 0.05, which implies that Continuous Training have insignificant effect on organizational effectiveness.

Multiple Regression Model is given as $EP = a + \beta_1 TMS + \beta_2 LEE + \beta_3 CI + \beta_4 CT + \epsilon$

Where OE = Organizational Effectiveness.

a = constant

βx = Coefficient of X

ϵ = Error

Therefore, Organizational Effectiveness = $0.135 + 0.189TMS + 0.285LEE + 0.190CI + 0.339CT + \epsilon$

The test of each hypotheses and its discussion of findings is as follow:

The null hypotheses will be accepted if the p-value (calculated value) is greater than ($>$) the set level of significance (0.05) and reject the alternate hypotheses. Also if it is less than ($<$) the set level of significance (0.05) the alternate hypotheses will be accepted vise visa (Unukpo, 2017).

1. There is no significant relationship between top management support and organizational effectiveness of DIL Abraka.

The result in the table 4.3.3. (the table of Coefficients) indicate that, top management support has the third highest of value ($\beta=0.189$, $t=2.034$, $p<0.047$). Since the associated p-value (sig value) is less than ($<$) the set level of significance (0.05) therefore,

the alternate hypothesis which says top management support has significant effect on organizational effectiveness is accepted and the null hypothesis which says top management support has no significant effect on organizational effectiveness is rejected.

This findings is supported by Pham, Pham, & Pham, (2020). Highlighting that Top management support has been found to affect organizational effectiveness such as work performance. The study examined the relationship between top management support and organizational performance and shown that there is a positive relationship between these two variables. Exploration of these variables was based on a systematic examination of literature, a unique contribution toward elaborating upon the elements impacting organizational performance. Njenga, Kariuki, & Wanjohi, (2023) also support the findings highlighting, that top management support has a positive and significant relationship with effectiveness of an organisation. The study revealed that management's commitment determines the level of organizational success.

2. There is no significant relationship between employee engagement and organizational effectiveness of DIL Abraka.

The result in the table 4.3.3. (the table of Coefficients) indicate that, employee engagement support has the second highest of value ($\beta=0.336$, $t=2.549$, $p<0.014$). Since the associated p-value (sig value) is less than ($<$) the set level of significance (0.05) therefore, the alternate hypothesis which says employee engagement has significant effect on organizational effectiveness is accepted and the null hypothesis which says employee engagement has no significant effect on organizational effectiveness is rejected.

The findings collaborate with the findings of Deepalakshmi, Tiwari, Baruah, Seth & Bisht (2024). Highlighting the positive effects of employee engagement on employee productivity the study

consistently demonstrates a positive correlation between employee engagement and organizational performance metrics such as productivity, profitability, customer satisfaction, and employee retention. Employee engagement should be recognized as a strategic priority for organizations seeking to enhance their performance in a competitive market environment. Mansor, Mat Jusoh, Hashim, Muhammad, & Omar (2023) also support the findings, revealing a significant relationship between employee engagement and organizational performance. The study highlights the importance of employee engagement and its relationship to organizational performance. It is concluded that there is a significant relationship between employee engagement and organizational performance with a moderate level relationship.

3. There is no significant relationship between continuous improvement and organizational effectiveness of DIL Abraka.

The result in the table 4.3.3. (the table of Coefficients) indicate that, continuous improvement has the least of value ($\beta=0.190$, $t=1.523$, $p<0.133$). Since the associated p-value (sig value) is greater than ($>$) the set level of significance (0.05) therefore, the null hypothesis which says continuous improvement has no significant effect on organizational effectiveness is accepted and the alternate hypothesis which says continuous improvement has significant effect on organizational effectiveness is rejected.

The findings collaborate the study of Mwilu, & Wainaina (2021) highlighting that process improvement is positively correlated with organization performance but contradict the result stating that process improvement has significant effect on organization performance. The findings also contradict the findings of Jerab, D. (2024) stating that effective continuous improvement initiatives positively impact organizational performance across various dimensions. Organizations that prioritize continuous

improvement tend to experience higher levels of productivity.

Recommendation

Top management should actively and visibly support TQM initiatives at DELSU Investment Limited (DIL). This involves setting clear objectives, allocating necessary resources, and regularly communicating the importance of quality initiatives. Demonstrating commitment through visible actions, such as attending quality meetings and celebrating achievements, can reinforce the value of TQM and integrate it deeply into the organizational culture.

Reevaluate and refine the continuous improvement processes to enhance their impact. Although continuous improvement was expected to have a significant impact, the study found its effect to be insignificant. DIL should reassess its continuous improvement strategies to ensure they are effectively aligned with organizational goals. This might involve conducting a thorough review of existing practices, implementing structured feedback loops, and using quality improvement tools more effectively. Focusing on specific, data-driven areas for improvement can help make these initiatives more impactful and better support overall organizational effectiveness.

Contribution to Knowledge

The study tends to offers some contributions to the field of Total Quality Management (TQM) and its application within organization context:

1. Clarification of TQM Components' Impact: The research provides empirical evidence on how different components of TQM—top management support, employee engagement, continuous improvement, and continuous training—affect organizational effectiveness. By identifying the specific impacts of these components. This insight is valuable for organizations seeking to implement or improve their TQM

practices, offering a clear basis for prioritizing efforts and resources.

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