

# Total Quality Management and Organizational Performance of Coca-Cola Plc Abuja

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**Abstract:** This study analyzed how Total Quality Management (TQM) affect Organizational Performance of CoCa-Cola Plc, Abuja. Using Demings principle of Quality Management the study investigates the effect of Total Quality Management indicators which are customer focus, employee involvement and Top management commitment on the efficiency of Coca-Cola Plc, Abuja. The study fixed on the target population of 250 staff of the organization. A sample size of 154 was gotten using the Taro Yamane's formula and simple random sampling was employed. Data were acquired using questionnaires, with 144 properly completed questionnaires which was used for analysis (93.5% response rate). Data analysis was done using descriptive statistics, correlation analysis, and regression analysis. Using SPSS version 25, the result showed that Customer Focus ( $\beta = 0.305, p = 0.000$ ), Employee Involvement ( $\beta = 0.253, p = 0.004$ ), and Top Management Commitment ( $\beta = 0.347, p = 0.000$ ) positively affect organizational efficiency. The three Total Quality Management practices collectively explained 69.1% of the variance in organizational efficiency ( $R^2 = 0.691$ ). The study concluded that TQM practices positively enhance organizational performance at Coca-Cola Plc, Abuja, with Top Management Commitment having the strongest effect. The study recommend that the organization should amplify management commitment, increase customer focus mechanisms, and boost employee involvement to sustain improved performance.

**Keywords:** total quality management, organizational efficiency, customer focus, employee involvement, top management commitment

## INTRODUCTION

The contemporary business landscape presents organizations with relentless competitive pressures. Staying relevant means constantly innovating and adapting there's simply no alternative. Total Quality Management (TQM) has emerged as one viable framework for addressing these challenges. Rather than viewing quality as a department's responsibility, Total Quality Management embeds it throughout organizational operations, engaging everyone from executives

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to frontline workers in pursuing excellence (Ibrahim et al., 2023). Manufacturing, service, and construction industries have increasingly adopted TQM, though implementation varies significantly across contexts. Nigeria's beverage sector exemplifies both TQM's potential and the challenges of applying it in dynamic markets. Take Coca-Cola Plc Abuja—it's more than just another beverage company. As a market leader, it navigates shifting consumer tastes, rapid technological change, and fierce competition. Maintaining that position requires sophisticated quality management and strategic organizational practices that can actually keep pace with change. This research examines Total Quality Management's real-world impact at Coca-Cola Plc Abuja by focusing on three core components: customer focus, employee involvement, and management commitment. Drawing from existing literature and operational data, we investigate how these elements shape organizational outcomes. There is zero room for standing still anymore. Getting everyone involved, pulling in the same direction: continual improvement in everything from daily tasks to final products delivered to customers.

What Total Quality Management really does is encourage embedding quality at every operational level. It's not checking boxes on a compliance form. The objective is building a culture where improvement never stops, where better quality, higher productivity, and greater customer satisfaction become habitual (Ali & Khan, 2023). Coca-Cola Plc makes quality foundational to everything. Total Quality Management isn't one rule, it's an interlocking set of methods driving success from multiple angles. Start with customers, when organizations genuinely listen to customer needs and expectations, they stand out. Greater satisfaction and loyalty follow. Then there's employees in any business's core. When Coca-Cola empowers them, creating opportunities for input and development, everyone benefits. Top management's role is essential because without committed leadership and clear vision, even brilliant ideas falter.

When senior leaders fully back Total Quality Management, effects ripple throughout the company, from production lines to boardrooms. These three elements (customer focus, employee involvement, and top management commitment) work together, building cultures where everyone pursues improvement, constantly seeking better operational methods. The bind between Total Quality Management practices and how well an organization performs is of utmost importance, especially in a country like Nigeria where there are not much studies on this subject. Knowing how Customer Focus, Employee Involvement, and Top Management Commitment affects Organizational Efficiency can provide helpful insights for both researchers and professionals who are interested in increasing or improving performance. Coca-Cola Plc in Abuja is a good case for this study because the company already has a strong market presence, a diverse workforce, and a clear commitment to quality. The beverage industry in Nigeria is very competitive, therefore organizations have to keep improving their performance. This makes it necessary to examine how Total Quality Management practices contribute to better results.

Therefore, this study focuses on how Total Quality Management affects the organizational performance of Coca-Cola Plc, Abuja using organizational efficiency as the performance measure, while customer focus, employee involvement, and top management commitment as the key Total Quality Management indicators. The specific objectives of this study is to investigate the effect of

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Customer Focus, Employee Involvement and Top Management Commitment influence Organizational Efficiency of Coca-Cola Plc Abuja.

Based on the objectives, the following hypotheses were raised for the study.

$H_01$ : Customer focus has no significant effect on organizational efficiency of Coca-Cola Plc, Abuja.

$H_02$ : Employee involvement has no significant effect on organizational efficiency of Coca-Cola Plc Abuja.

$H_03$ : Top management commitment has no significant effect on organizational efficiency of Coca-Cola Plc Abuja.

## **LITERATURE REVIEW**

### **Conceptual Clarification**

#### **Total Quality Management**

Total Quality Management (TQM) is the process whereby a business emphasizes on making things better all the time, keeping customers happy, and getting employees involved in getting better results for the organization. Total Quality Management is very broad in management philosophy that has changed a lot of mindset in the past few decades to deal with problems that organizations face today. Recent research validates that Total Quality Management functions as a strategic instrument for achieving business success and effecting organizational transformation through the systematic enhancement of processes, products, and services (Sagher & Almarhdy, 2024). In the globalized economy of today, businesses compete fiercely on quality while focusing on meeting customer needs. This makes TQM a source of economic benefit and a key business management strategy (Twaissi, Alzoubi, Masa'deh & Alhelalat, 2025).

Recent ideas about Total Quality Management views it as an infrastructure plan that is now one of the most well-known models for operational excellence, along with Lean Operation, Supply Chain Management, and Technology Management (Hilman, Ali & Gorondutse, 2020). Contemporary viewpoints regard Total Quality Management and supply chain management as reoccurring methodologies for improving organizational efficiency, with recent developments highlighting the incorporation of lean and agile components into Total Quality Management practices and strategies (Tavana, et al., 2025). The COVID-19 pandemic and the business problems that followed have made TQM principles even more important for making organizations strong. Companies that use Total Quality Management show that they can better handle changes in their own and other business ecosystems, as well as unexpected crises and health pandemics.

Total Quality Management (TQM) is a way for businesses to keep their competitive edge while meeting customer needs and providing better value. Total Quality Management (TQM) is a way for companies to improve their processes all the time so they can give their customers better value and meet their needs while still staying ahead of the competition (Hilman et al., 2020). It is based

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on the idea that everyone in the organization should be involved in the process of improving quality all the time. Total Quality Management has changed from its manufacturing roots to become a key method in service and public organizations in today's business world. It can be used for more than just checking products; it can also be used for proactive process management, empowering employees, and strategic leadership. For Total Quality Management to work, there needs to be a supportive organizational culture, the right infrastructure, and a long-term commitment. Companies that are good at implementing TQM usually create cultures that are open to change, willing to question how things are done now, and dedicated to doing things well. They set up ways to gather and analyze data about quality, ways for employees to get involved, and ways to solve problems in a systematic way (Owusu-kyei, Ampong & Antwi-adjei, 2025). Coca-Cola Plc Abuja uses Total Quality Management principles by having quality assurance systems, training employees, and having management commit to always getting better. The company's operational framework focuses on customer satisfaction, efficiency, and sustainability, which is in line with the best practices in Total Quality Management around the world. This research focuses on three main TQM elements: customer focus, employee involvement, and top management commitment. Starting with customer

**Customer Focus**

In the digital age, where consumers have more power and technology has changed what customers expect, customer focus has become even more important. Customer focus is a strategy that puts the needs of customers first. Most businesses that are customer-focused create a culture that is dedicated to making their customers happy hereby building strong relationships with them (Zendesk, 2024). In order to achieve customer satisfaction and loyalty, Total Quality Management is based on putting the customer first and understanding their needs. Companies that put a lot of effort into their customers help managers run their businesses better and more efficiently, which raises the standards for customer service and operational performance (Martinaityte, Sacramento & Aryee, 2019). Studies show that businesses that put a lot of effort into their customers and have strong core values and a customer focus are more likely to include sustainability principles in their strategies, policies, and management practices (Martinaityte et al., 2019).

Customer centricity must originate from the core of the organization, ensuring that all departments collaborate seamlessly in their interactions with customers. Recent empirical studies validate that customer focus exerts a positive and significant influence on company performance, with customer focus recognized as a principal predictor of organizational efficacy (Owusu-kyei et al., 2025). An internal customer is anyone or any department that gets work from another person or department. Their needs must be understood and met. This idea of "internal customers" makes quality chains throughout the company, with each unit working hard to give the next step in the process the best possible service. In the beverage industry, customer focus means making sure that products are always of high quality, that service is quick and helpful, that complaints are handled quickly, and that new products are always being developed to meet changing tastes.

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There is a major issue for big organizations that do business in more than one country. They need to keep their high standards while also making products that people in the area will like. Coca-Cola Plc Abuja deals with this issue by regularly conducting surveys, looking at market research, and keeping an eye on what customers like. Instead of making a guess of what customers want, they ask them directly. Coca-Cola builds customer loyalty and runs its business more smoothly by really listening to what the customers have to say.

### **Employee Involvement**

Being involved at work means more than just showing up. It means that everyone, at every level, is actively working to solve problems, make decisions, and improve things all the time. When companies see their workers as real assets, people with skills and knowledge that really improve quality it shows. The people who work for an organization are what make it good or bad. It's all about what the employee's know, what the employees can do, and how dedicated the employees are. Recently, employee involvement has become very important, both in theory and in practice, especially as organizations go through big changes and transformations. Researchers now emphasizes on empowerment, participation, and teamwork as key parts of making changes in organizations, not just buzzwords (Bah & Edjoukou, 2024). More and more people agree that when employees are engaged, customers are happier, businesses are more competitive, and growth is more stable (Deepalakshmi et al., 2024).

This aspect of Total Quality Management includes being involved in making decisions, being given the power to make changes, ongoing training and development, and being recognized for helping to improve quality. Foundations for employee involvement when it comes to theoretical are based on motivational theories that emphasizes on how important autonomy, competence, and relatedness are for getting people to be at their best at work. Employee engagement is the belief in the organization's values and the willingness to help the organization reach its business goals. High employee engagement leads to higher job satisfaction, which in turn leads to more loyalty, less turnover, and better organizational performance (Deepalakshmi et al., 2024; Govender & Bussin, 2020). Most research findings has shown that vigor, dedication, and absorption positively affects organizational performance, which varies according to the level of employee engagement (Solihin & Manurung, 2020). When employees are meaningfully involved in the processes of the organization, they become more committed, show more creativity when solving problems, and take responsibility for the quality of the results. To get employees to work together as a team, you need supportive structures and practices. To get more employees involved, organizations need to set up systems like quality circles, suggestion systems, and cross-functional teams. They need to give training that helps people learn both technical skills and how to solve problems. Leaders need to show that they are open to feedback from employees and quickly put useful suggestions into action.

In Nigeria, employee involvement is harder because of things like hierarchical organizational cultures, not enough training in quality management, and a diverse workforce. Yet, organizations that succeed in engaging everyone in quality initiatives reap significant benefits: fewer errors,

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more efficient processes, and higher morale. At Coca-Cola Plc, for instance, "employee involvement" isn't just a phrase. It includes training, working together, giving ideas, and rewards based on performance. When employees feel empowered and motivated, they don't just perform their tasks they introduce innovations, reduce waste, and contribute to the overall improvement of operations.

### **Top Management Commitment**

Top management commitment means that leaders are actively involved in and support efforts to improve quality. Setting strategic goals, giving out resources, and creating a culture that values excellence are all part of it. In today's business world, top management commitment is still one of the most important factors in the success of TQM. Top management commitment is shown by making a culture that supports TQM implementation, designing internal processes that reflect the organization's mission, and providing dynamic, transformational leadership at all levels, from the top down to the operating level (Chen, Lee & Wang, 2020; Usman et al., 2023). Quality initiatives often fail because they aren't coordinated or followed through on when management doesn't fully support them. The success of Total Quality Management depends on the commitment of top management. Quality initiatives have a hard time getting off the ground and often become less important than operational activities when senior leadership doesn't show visible, long-term support. There are many ways that top management shows their commitment. Leaders need to make clear quality goals and include quality goals in their strategic planning. They need to set aside enough money for quality initiatives, such as training, technology, and staff. They can't just give someone else the job of doing quality work; they have to do it themselves. They need to set up performance metrics and reward systems that focus on quality. They need to act in ways that show they care about quality and talk about quality priorities all the time.

Studies show that top management commitment affects the results of an organization in a number of ways. It tells employees what the organization's most important things are, which affects how they spend their time and energy. It makes resources more available, which makes it possible to carry out quality improvement projects. It sets standards and values that shape the culture of the organization. It gets rid of things that could get in the way of quality work. When top management isn't very committed to quality initiatives, they usually run into a lot of problems, such as not having enough resources, having too many priorities, employees not believing in the program, and not following through. On the other hand, top leadership commitment builds and ensures momentum, which brings the organization's efforts together, and keeps the focus on quality over time. At Coca-Cola Plc Abuja, senior executives shows their dedication by making policies, planning strategies, and overseeing quality assurance units. The way managers lead affects how employees feel about quality, which in turn affects how well the organization as a whole does. In summary top management commitment leads by showing good example.

## **Organizational Performance**

Organizational performance is more than a trendy term. It's about reaching goals efficiently, making the best resource use to meet market demands. Some studies explain that performance involves profitability, productivity, efficiency, and customer satisfaction. In this study, Organizational Efficiency is highlighted as the main performance indicator. In its own basic form efficiency, means using resources wisely to make something valuable without wasting anything. Mensah and Ojo (2021) explained that efficiency is about managing inputs and outputs to ensure resources are used wisely, not wasted. Efficiency can be measured at different level which are individual, departmental, or across whole organizations, and can be viewed through various lenses: daily operations, financial performance, or overall strategy. For businesses like Coca-Cola, organizational efficiency is more than just numbers. They keep an eye on things like how much product each per batch makes, how many machine is effective, how much energy each unit uses, and how much waste they can cut down on. It's about lean production, which emphasis on getting the highest value out of every step, using energy efficiently, and always ensuring that things are better. Whether in bottling, distribution, or any other part of the process.

## **Theoretical Review**

### **Deming's System of Profound Knowledge**

Deming's System of Profound Knowledge provides a direct guide for understanding how quality management function in an organizational setting. It centers on four main ideas: viewing entire systems, acknowledging variation, understanding the basis of our knowledge, and exploring psychology behind people's workplace behavior. Deming wanted leaders to avoid focusing on just one company part while ignoring the rest. He encouraged them to consider bigger pictures—to see how everything is interconnected and how these links influence outcomes. Rescheduling one department alone isn't enough to make whole organizations succeed. His 14 principles go beyond theory, offering organizations practical roadmaps for change—prioritizing long-term success, ongoing improvement, and seeing quality as spanning whole companies. Consider Coca-Cola as an example. For them, Deming's principles mean understanding that customer focus, employee involvement, and strong leadership commitment all work in tandem. These aren't isolated actions. Ensuring quality improvement is a management responsibility which is integrated into strategy. At Coca-Cola Plc Abuja, it is clear in how management develops policies, invests in leadership development, and continually works to improve systems. These actions agree with Deming's philosophy which is making quality everyone's responsibility, not just an extra initiative.

### **Resource-Based View**

The Resource-Based View make us understand how company strengths such as strong quality management skills actually enhance performance. The basic understanding is straightforward: if organizations have resources and abilities that are valuable, rare, hard to imitate, and hard to substitute, they gain edges. When quality management is viewed from this perspective, you see that organizations develop these capabilities gradually. It doesn't happen overnight, the

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organization have to be intentional in their effort to learn, practice, and adjust, and over time those skills become part of daily operations. They get built into routines, influence culture, and become embedded in systems. That's how companies secure long-term advantages.

Recent studies often describe Total Quality Management as strategic capability in the RBV framework. Think about it: having skilled workforces, clear processes, and cultures of ongoing improvement aren't just "best practices" they are resources that competitors find difficult to duplicate. That's what leads to lasting efficiency. Organizations can't just pretend to have this; they need to invest real effort, learn from successes and failures, and change how people think and behave. Customer focus, employee participation, and leadership commitment only make differences if they become everyday parts of organizations, not just words on posters. The resources are divided into two critical assumptions: heterogeneous, where each company has different skills, capabilities, structure, and resources making each company different; and immobile, where resources an organization owns are not mobile and cannot be transferred from one company to another, at least in short terms.

These assumptions explain why simple adoption of quality management practices proves insufficient for performance improvement. According to resource-based theory, organizations that own strategic resources have important competitive advantages over organizations that do not, with resources being strategic to the extent that they are valuable, rare, difficult to imitate, and organized to capture value.

### **Stakeholder Theory**

Stakeholder theory offers an additional theoretical framework by asserting that organizational success is contingent upon meeting the needs of diverse stakeholders' groups, including customers, employees, managers, suppliers, and society at large. This theory claims that organizations that create value for stakeholders gets enhanced long-term performance. Customer focus attends to the needs of customer stakeholders, which ensures loyalty and more revenue. Employee Involvement brings in more value for employee stakeholders by their participation and decision-making. Top management commitment shows that managers care about the organization's success. When stakeholders are happy, it helps the organization do better, and these practices all work together to make that happen. From the point of view of stakeholders, organizational efficiency means being able to create value for them by using resources in the best way possible. The connection between Total Quality Management dimension and efficiency can be seen as practices that focus on stakeholders that lead to better value creation. This theory has become important in today's business world because organizations are under serious pressure to be responsible socially, environmentally friendly and ethical.

### **Empirical Review**

(Owusu-kyei et al., 2025; Hilman et al., 2020) did a study to confirm the strong relationships between TQM and company performance, with studies confirming that customer focus, teamwork, continuous system improvement, and education and training have positive and significant effects

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on company performance. Osei and Amponsah (2021), using Ghana manufacturing firms as a case study, found that strong customer satisfaction focus, and genuine company leadership commitment, led to significant operational improvements. Their findings suggest good leadership is crucial for TQM to have real impact.

Ogundele and Adegbite (2020) also investigated Total quality management influence the organizational effectiveness of Nigerian beverage companies. The study discovered that when employees are actively engaged in quality management initiatives it result in higher productivity and fostered greater innovation within those organizations. Their work highlights the importance of empowering employees as core TQM principle. In line with these findings, Okoye and Eze (2022) analyzed Nigerian food and beverage sector practices and observed that TQM principles adoption brought about production cost reductions and improved product consistency and reliability. This suggests TQM can enhance both efficiency and product quality. Expanding on this, Twaissi et al. (2025) provided evidence that TQM practices, especially when integrated with benchmarking activities, serve as essential mechanisms for translating organizational culture into measurable performance outcomes.

Al-Damen (2017) demonstrated strong links between TQM and financial performance in Jordanian service firms, highlighting leadership commitment importance. Ali and Rahman (2019) expanded on this by stating that TQM enhances company competitiveness through streamlined processes and increased customer loyalty. Regarding Coca-Cola Plc Abuja, there is limited research on TQM's direct impact on internal plant performance. However, evidence from comparable multinational firms indicates that robust management support for teamwork and ongoing improvement results in higher production efficiency and improved employee morale (Adewale & Aremu, 2021). Ahmed and Bello (2024) recently reported that TQM practices have direct positive effects on manufacturing efficiency in Nigerian beverage companies. Isidore. G et al(2023) did a study on the impact of TQM on organizational performance of first bank plc. The study used customer focus and management leadership as the proxies, and the findings proved that effective TQM can improve competitive abilities and provide strategic advantages.

Samuel & Bernard (2021) researched on TQM and organizational performance where they reviewed past literatures, evolution and history of TQM and its practices. The study showed that offering quality services and products to customer improve organizational performance. Monday J. U, Dopemu & Olaniran (2024) examined the relationship between TQM and organizational performance of deposit banks. The study used process management and strategic planning as indicators which proved that TQM practices have significant effect on employee performance. Mbalalufu. M & Olawumi. D (2023) did a study on Total Quality Management and organizational performance using human resources and customer care as their proxies. The study evaluated how these indicators affect the bank performance, where the result showed positive effect.

Cosmina. L, Cristina et al (2020) explored the impact of TQM on organizational performance and how it affects SME's. The study concluded that Total quality management practices ( customer satisfaction and employee satisfaction) have significant effect on organizational effectiveness.

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Muhammed. S et al (2019) researched on effect of TQM on organizational performance of textile sector. But the result showed inconclusive about the positive effect of Total Quality Management on organizational performance.

**Literature Gap**

Although many studies shows that Total Quality Management increases Organizational performance, but gaps still exist especially within Nigerian manufacturing firms. First, most previous research focused on general operation performance rather than Organizational Efficiency, which this study is using as a distinct performance measure. This study addresses that gap by considering efficiency as separate performance metric rather than just overall performance component. Second, there are limited studies in the exploration of how the three Total Quality Management practices (customer focus, employee involvement, and top management commitment) correlate to move efficiency in multinational bottling company like Coca-Cola Plc Abuja. Also, while existing literature underscore the importance of Total Quality Management in developed economies, there is inadequate empirical evidence on how these principles operate in developing countries where infrastructural, cultural, and managerial challenges differ. This study therefore aims to bridge these gaps by providing empirical insights into how Total Quality Management affects Organizational Efficiency in Coca-Cola Plc Abuja.

**METHODOLOGY**

This study implemented a descriptive survey research design to examine how Total Quality Management practices (customer focus, employee involvement, and top management commitment) affect Organizational Performance (Efficiency) at Coca-Cola Plc, Abuja. The population included all 250 staff members in the various departments in Abuja plant. Using the Yamane (1967) formula, a sample size of 154 respondents was confirmed. A simple random sampling technique was used to give every employee an equal chance of being selected. The study depended on primary data, acquired through a structured questionnaire consisting of demographic items and statements, all presented on a 5-point Likert scale. The questionnaire was validated by professionals. A pilot test yielded a Cronbach's Alpha coefficient of 0.82, confirming the high reliability of the instrument. Data gathered were analyzed using SPSS version 25. The analysis included descriptive statistics, correlation analysis, and multiple regression analysis to test the hypotheses at a 5% significance level.

The regression model is specified as:  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$

Where:  $Y$  = Organizational Efficiency (dependent variable);  $\beta_0$  = Constant/Intercept;  $\beta_1, \beta_2, \beta_3$  = Regression coefficients;  $X_1$  = Customer Focus;  $X_2$  = Employee Involvement;  $X_3$  = Top Management Commitment;  $\varepsilon$  = Error term

**RESULTS AND DISCUSSION**

The data obtained were summarized using descriptive statistics such as mean and standard deviation to explain the understanding of respondents on the key variables of the study. These

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include Customer Focus (CF), Employee Involvement (EI), Top Management Commitment (TMC), and Organizational Efficiency (OE).

**Descriptive Statistics**

| Variable                        | N   | Mean | Std. Deviation |
|---------------------------------|-----|------|----------------|
| Customer Focus (CF)             | 144 | 4.18 | 0.68           |
| Employee Involvement (EI)       | 144 | 4.05 | 0.74           |
| Top Management commitment (TPC) | 144 | 4.29 | 0.62           |
| Organizational Efficiency (OE)  | 144 | 4.13 | 0.67           |

**Source:** Field Survey, 2026

The above table shows that respondents generally agreed with the statements used in measuring the constructs, as all mean values are above 4.00 on a 5-point Likert scale, it indicate a high level of agreement that Total Quality Management practices are effectively implemented at Coca-Cola Plc, Abuja. Top Management Commitment recorded the highest mean score ( $M = 4.29$ ,  $SD = 0.62$ ), followed by Customer Focus ( $M = 4.18$ ,  $SD = 0.68$ ), Organizational Efficiency ( $M = 4.13$ ,  $SD = 0.67$ ), and Employee Involvement ( $M = 4.05$ ,  $SD = 0.74$ ).

**Correlation Analysis**

This is to establish the relationship between TQM practices (Customer Focus, Employee Involvement, Top Management Commitment) and Organizational Efficiency, Pearson Product Moment Correlation was computed.

**Correlation Matrix**

| Variables | CF    | EI    | TMC   | OE    |
|-----------|-------|-------|-------|-------|
| CF        | 1     | 0.658 | 0.603 | 0.706 |
| EI        | 0.658 | 1     | 0.571 | 0.682 |
| TMC       | 0.603 | 0.571 | 1     | 0.725 |
| OE        | 0.706 | 0.682 | 0.725 | 1     |

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

**Source:** Field Survey, 2026.

The correlation results show strong positive relationships among all the variables. Specifically, Top Management Commitment ( $r = 0.725$ ,  $p < 0.01$ ) has the strongest correlation with Organizational Efficiency, followed by Customer Focus ( $r = 0.706$ ,  $p < 0.01$ ) and Employee Involvement ( $r = 0.682$ ,  $p < 0.01$ ). All correlations are numerically significant at the 0.01 level, which indicates that higher levels of Total Quality Management implementation are associated with improved organizational efficiency. The inter-correlations among the independent variables (ranging from 0.571 to 0.658) indicate moderate to strong relationships without severe multicollinearity concerns.

### Regression Analysis

A multiple regression analysis was carried out to examine the combined effect of TQM practices (CF, EI, and TMC) on Organizational Efficiency (OE). The model summary and coefficients are presented below.

#### Model Summary

| Model | R     | R Square | Adjusted R Square | Std. Error of The Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1     | 0.831 | 0.691    | 0.684             | 0.376                      |

Source: SPSS 2026

The R value = 0.831 reveals that there is a strong positive relationship between the Total Quality Management dimensions and organizational efficiency. The R Square value of 0.691 means that approximately 69.1% of the variation in organizational efficiency can be explained by the three TQM practices (customer focus, Employee Involvement, and Top Management Commitment). The Adjusted R Square (0.684) confirms that the model maintains its explanatory power even adjusting for the number of predictors.

#### ANOVA<sup>a</sup>

| Model      | Sum of Squares | Df  | Mean Square | F       | Sig                |
|------------|----------------|-----|-------------|---------|--------------------|
| Regression | 44.573         | 3   | 14.858      | 105.127 | 0.000 <sup>b</sup> |
| Residual   | 19.787         | 140 | 0.141       | -       | -                  |
| Total      | 64.360         | 143 | -           | -       | -                  |

a. Dependent Variable: OE (Organizational Efficiency)

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

Source: Field Survey, 2026

The ANOVA table shows that the regression model is statistically significant ( $F = 105.127$ ,  $P = 0.000$ ). Since the p-value (0.000) is less than 0.05, we conclude that the regression model significantly predicts organizational efficiency. This means that at least one of the Total Quality Management practices has a significant effect on the organizational efficiency

**Coefficients<sup>a</sup>**

| Model                                  | Unstandardized Coefficients (B) | Std. Error | Standardized Coefficients (Beta) | T     | Sig   |
|--|---------------------------------|------------|----------------------------------|-------|-------|
| <b>(Constant)</b>                      | 0.487                           | 0.204      | -                                | 2.387 | 0.018 |
| <b>Customer Focus (CF)</b>             | 0.305                           | 0.079      | 0.310                            | 3.861 | 0.000 |
| <b>Employee Involvement (EI)</b>       | 0.253                           | 0.086      | 0.279                            | 2.942 | 0.004 |
| <b>Top Management Commitment (TMC)</b> | 0.347                           | 0.091      | 0.321                            | 3.813 | 0.000 |

a. Dependent Variable: OE (Organizational Efficiency)

**Source:** Field Survey, 2026

The coefficients shows that Top Management Commitment has the strongest effect on Organizational Efficiency ( $\beta = 0.347$ ,  $p < 0.001$ ), followed by Customer Focus ( $\beta = 0.305$ ,  $p < 0.001$ ) and Employee Involvement ( $\beta = 0.253$ ,  $p = 0.004$ ). All three proxies contribute uniquely and significantly to Organizational Efficiency.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

$$Y = 0.487 + 0.305X_1 + 0.253 X_2 + 0.347X_3$$

Where; Y = Organizational Efficiency,  $X_1$  = Customer Focus,  $X_2$  = Employee Involvement;  $X_3$  = Top Management Commitment;  $\beta_0$ ,  $\beta_1$ ,  $\beta_2$ ,  $\beta_3$  are the coefficient of the variables

**Test of Hypotheses**

The study tested the following hypotheses using regression results at 5% level of significance:

**$H_{01}$ : Customer focus has no positive effect on organizational efficiency of Coca-Cola Plc, Abuja.**

The regression coefficient for Customer Focus ( $\beta = 0.305$ ,  $t = 3.861$ ,  $p = 0.000$ ) shows that CF has a positive effect on Organizational Efficiency. Since the p-value (0.000) is less than ( $<$ ) 0.05, we reject the null hypothesis. This shows that when Coca-Cola Plc, Abuja understand customer needs, maintains high quality, and respond promptly to customer concerns, the operation of the organization improves.

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**H<sub>02</sub>: Employee Involvement has no positive effect on Organizational Efficiency of Coca-Cola Plc, Abuja.**

The regression coefficient for Employee Involvement ( $\beta = 0.253$ ,  $t = 2.942$ ,  $p = 0.004$ ) shows that EI has a positive effect on Organizational Efficiency. Since the p-value (0.004) is less than ( $<$ ) 0.05, we reject the null hypothesis. This shows that employees who are empowered, have input in decision-making, and work collaboratively help enhance overall organizational performance.

**H<sub>03</sub>: Top Management Commitment has no positive effect on Organizational Efficiency of Coca-Cola Plc, Abuja.**

The regression coefficient for Top Management Commitment ( $\beta = 0.347$ ,  $t = 3.813$ ,  $p = 0.000$ ) shows that TMC has a positive effect on Organizational Efficiency. Since the p-value (0.000) is less than ( $<$ ) 0.05, we reject the null hypothesis. This indicates that leadership that actively supports quality initiatives, allocates appropriate resources, and visibly upholds Total Quality Management principles significantly enhances efficiency.

In summary, all three elements (customer focus, employee involvement, and committed leadership) significantly contribute to better organizational efficiency. The evidence does not support the idea that these factors are unimportant; instead, the data confirms their value.

### **Discussion of Findings**

The findings indicate that Total Quality Management practices have tangible, positive effects on Coca-Cola Plc Abuja's performance.

**Customer Focus:** Prioritizing customer focus does more than increase satisfaction, it helps operations become more efficient. By listening to customer needs, maintaining high quality, and striving for satisfaction, the company experiences smoother processes. Higher satisfaction and loyalty lead directly to improved overall performance.

**Employee Involvement:** Employee involvement also plays significant role. When employees participate in decision-making, receive proper training, and are encouraged to work as teams, they perform more effectively. This leads to greater innovation, higher productivity, and improved efficiency throughout organizations. Clearly, empowering employees is not merely beneficial idea; it is vital for continued growth and sustained progress.

**Top Management Commitment:** Leadership emerges as the most crucial factor. Top management commitment is the strongest organizational performance driver. When leaders provide direction, emphasize quality, and allocate appropriate resources and goals, Total Quality Management efforts gain substantial traction. Organizational culture shifts towards continuous improvement, which is key to ongoing success.

Collectively, these three Total Quality Management practices explain about 69% of changes in organizational efficiency, a significant proportion. This demonstrates that TQM is not just

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collection of buzzwords at Coca-Cola Plc, Abuja; it is integral to the company's functioning. There remains 31% of efficiency variation not explained here, likely due to factors such as technology, market trends, competition, or other internal elements not examined in this study. Nevertheless, the model's robust  $R^2$  of 0.691 strongly supports the idea that adherence to TQM principles leads to positive results. It presents clear route to enhanced performance.

### **CONCLUSION AND RECOMMENDATIONS**

This study clearly demonstrates that Total Quality Management has significant, positive effect on organizational performance of Coca-Cola Plc Abuja. Examining the three Total Quality Management practices (Customer Focus, Employee Involvement, and Top Management Commitment) shows that each is important individually, but together, they bring about notable efficiency improvements. The evidence is unmistakable: for any organization wishing to enhance operations, prioritizing customers, engaging employees at all levels in quality initiatives, and ensuring true dedication from top management are essential. These are not simply boxes to check; they are vital routines. This concept is not new. The results are consistent with previous research: Total Quality Management is not just checklist or collection of tools. It is philosophy comprehensive management approach that must permeate entire organizations.

Among the three (3) elements, Top Management Commitment comes out as the most influential. Effective Total Quality Management depend greatly on leaders who have vision, allocate resources effectively, and fully support quality initiatives. Without strong backing from leadership, even most effective Total Quality Management practices can fail. Customer Focus comes after top management commitment due to its result. In highly competitive markets, organizations like Coca-Cola Plc that continuously pay attention to customers and adapt their processes are the ones that thrive and succeed. Employee Involvement, is less significant than the other two, but it remains crucial. The takeaway is clear: people are important. Organizations that invest in their employees, give them meaningful voice, and empower them to make decisions achieve better results.

In summary, what does this mean for companies in Nigeria's manufacturing sector? It means Total Quality Management delivers results. These principles are more than just relevant they are vital for any organization seeking long-term success. Coca-Cola Plc has implemented Total Quality Management to enhance its organizational efficiency in clear, measurable ways. Other businesses in the same industry can also benefit by establishing robust Total Quality Management systems.

From the findings and conclusions of this research, the following recommendations are made:

1. Strengthen Top Management Commitment: Given that top management commitment has the highest positive effect on organizational efficiency, Coca-Cola Plc should endeavor to ensure visible and consistent leadership support for Total Quality Management initiatives. Management should regularly communicate and emphasize the importance of quality, allocate adequate resources for quality products and services, and lead by example in quality improvement efforts.

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2. Improve Customer Focus: To maintain its lead, Coca-Cola Plc should improve customer relationship management systems, conduct regular customer satisfaction surveys, and provide simple channels for customers to give feedback. Applying customer insights to develop new products and services fosters innovation. Creating a culture where customers are prioritized across all departments will further enhance organizational performance.
3. Deepen Employee Involvement: Coca-Cola Plc should expand employee participation programs by establishing quality circles, suggestion schemes, and cross-functional teams. Regular training and development programs should be implemented to equip employees with the skills needed for effective participation in quality improvement initiatives. Recognition and reward systems should be established to motivate employees who contribute to quality enhancement.

While the three practices studied are efficient and lay strong foundation, they represent only the first steps. For Coca-Cola Plc to truly excel, it must fully integrate every Total Quality Management component encompassing continuous improvement, comprehensive process management, and supplier quality into unified, seamless strategy. Regular audits and performance reviews shouldn't be seen as just something that has to be done. Instead, they are great chances to see how well quality initiatives are working, find areas that need more work, and find best practices that can be used throughout the organization. Coca-Cola Plc needs to create a culture where every worker at every level, feels personally responsible for maintaining quality every day. This is the most important thing they can do. Coca-Cola Plc, Abuja can greatly improve the effectiveness and long-term success of its Total Quality Management programs by carefully following these steps. This method will not only make the organization more committed to quality, but it will also improve overall performance, putting the company a good position for long-term success in a competitive market

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