

Relationships Between TQM Practices and Market Share: A Study of Jonap Table Water Limited Ekureku-Abi Local Government Area, Cross River State, Nigeria

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ABSTRACT: *The study evaluated the relationships between TQM practices and market share of JONAP Table Water Limited Ekureku-Abi Local Government Area of Cross River State, Nigeria. The specific objectives were to examine the extent to which top management commitment, employees' involvement on quality, quality measurement and benchmarking and leadership support related with market share of the organization. The study employed research survey design. The population of the study was 150 respondents. The study used a structured questionnaire using 5 points Likert Scale of SA=5, A=4, Undecided=3, D=2, and SD=1. The sample size was 108 respondents using Krejcie and Morgan Table of 1970 for sample size determination. Cronbach Alpha Coefficient was used to validate the reliability of the instrument with the coefficient index of 96%. The study employed Product Moment Correlation Coefficient, using Statistical Package for Social Sciences (SPSS) version 23, to analyzed the data and test the hypotheses. The study revealed that top management commitment has a positive and significant relationship with market share of JONAP Table Water Limited ($r=0.879$, $p=0.000$). The study also found that employees' involvement on quality has a positive and significant relationship with market share ($r=0.934$,*

p=0.000). The study also revealed that quality measurement and benchmarking has a positive and significant relationship with market share ($r=0.904$, $p=0.000$). The study also revealed that leadership support has a significant relationship with market share of the organization ($r=0.872$, $p=0.000$). The study recommended that top management should put in more efforts, supports, and commitments to quality issues and decisions by reviewing and checking quality standards regular in order to produce quality products and service constantly and increase market share of the organization steadily. The management should also give adequate room or opportunities for workers to contribute actively during quality decisions and other organizational problems for quality products and increase market share to be maintained and sustained on a regular interval. The management should at all times measure and evaluate quality standards and performance of the organization regularly in order to ascertain the competitive position and market share continuously. The management should also apply good leadership styles and supports that can enhance good quality standards on the organizational products and services in order to improve market share and performance level steadily.

KEYWORDS: TQM practices, top management commitment, employees' involvement, quality measurement and benchmarking, leadership support, market share.

INTRODUCTION

The need to increased organizational market share and competitive position in the business environment is paramount in the adoption and implementation of total quality management (TQM) practices among manufacturing firms around the globe. Manufacturing firms in Nigeria operates in a highly dynamic and competitive environment where achieving customers' satisfaction, increasing market share, loyalty, patronage and improving organizational performance have become essential for their business success and survival. The adoption and implementation of TQM practices is the main managerial technique or philosophy used in the complex, competitive and turbulent business environment to produce quality products and services in the society.

TQM is a management philosophy and technique that involves continuous improvement of quality on products and services through employees' involvement, top management commitment, training and education, process quality management and customer focus in order to gain competitive advantage and increase performance of manufacturing firms in the system (Boikanyo & Heyns, 2019). TQM is a guarantee for customer satisfaction through continuous improvement on quality products and service. Thus, implementation of TQM practices can reduce costs, increase profits, and secure market share of business organizations in the society (Pham, 2020). TQM is an essential practice that can be used to improve the quality of products and services on a continuous basis to meet customers' requirements and expectations in order to achieve sustainable organizational performance. Currently, TQM practices has become a very important source of positive

performance and competitive advantage strategy when quality products and services are manufactured in the business environment (Rawashdeh, 2018). TQM aimed at providing a high quality products and services in order to meet customer needs and expectations steadily. TQM has a comprehensive philosophy for managing organizations through several aspects such as building a strong relation with the internal and external customers, continuous improvement, quality improvement and cost reduction (Abdul-Rahman & Hamdan, 2017).

TQM practices are set of activities that direct and control the application of quality approaches and principles towards continuous improvement on quality of products and services in an organization to improved market share and gained competitive position in the system. TQM practices highlights the different approaches followed by management/managers to ensure the highest level of customers' satisfaction in a product or service. It involves all stakeholders and stresses on the importance of work responsibility from every member in the organization towards quality products and services. Total quality management practices are fundamental and critical elements that need to be used by manufacturing firms in order to improved organizational performance on a continuous basis around the globe. TQM practices has evolved as a new integrative management philosophy and approaches to enhance the quality of organizational performance in different business processes, both in core and supportive systems.

However, in this contemporary business environment, manufacturing firms or other business organizations across the globe are under intense pressure to develop efficient and effective approaches to deliver their products and services in a way and manner that consistently meet customers' expectations (Olonade & Oyatoye, 2017). And TQM practices are among many of the widely acceptable quality management systems or tools introduced in most organizations in order to improve its productivity and performance steadily. TQM practices are considered as a driving force to amplify and increase or supplement organizational performance by producing quality products and services to meet customers' needs and expectations steadily (Maqsood, Saeed, Ramzan, Ajmal Hussain & Arab, 2019). There was observable evidence that modern manufacturing firms are facing with new and serious challenges of quality setback or drawback on products and services, which have tremendous effects on market share of manufacturing firms that have resulted to customers' dissatisfaction of the organizational products in Cross River State due to low level of TQM practices implementation. This is because poor quality of products and services leads to loss of customers and future patronage as well as decreased in market share. TQM practices such as top management commitment to quality issues, employees' involvement, quality measurement and benchmarking, leadership support on quality are poorly applied and implemented among manufacturing firms in the system. It is against this backdrop that this study became pertinent to evaluate the relationships between TQM practices and market share of JONAP Table Water Limited.

Statement of the problem

With the rapid expansion of fake and poor quality products in the business environment, relationships between TQM practices and market share need to be determined. Manufacturing organizations and its products are losing market share to their competitors due to poor utilization of TQM practices during production processes of the organizational products. Since, many of the organizations find it difficult to relate the TQM practices adopted to quality products towards continuous improvement. This is because, many of the business organizations has deviated from quality standards as required by ISO, SON as well as NAFDAC in Nigeria.

Quality has become one of the most important drivers of the global competition and increasing market share today in the business arena. With the rising global competition and increasing demand for better quality of products by customers have caused more and more manufacturing firms to realize that they needed to provide high quality products or services in order to increase their market share trends and successfully compete in the marketplace. To meet the challenge of this global competition, many business organizations have invested substantial resources in adapting and implementing total quality management practices as well as strategies. The market share of the manufacturing firms has dropped drastically due to the inability to relate TQM practices such as top management commitment on quality, employees' involvement on quality decisions, quality measurement and benchmarking as well as leadership support towards continuous improvement on quality products steadily.

The problems of total quality management practices are considered from the silent factor of poor quality culture on quality products and services. It has also been observed and discovered that there are deficiencies on the quality of products from the quality standard sets in the manufacturing firms in the market place. This can be attributed by the ineffectiveness of the top management to put in more efforts and commitment on the continuous improvement on quality of products and services among the selected manufacturing firms in the area. This is because, there are still bottleneck in top management commitment, leadership supports, poor quality measurement and benchmarking system in the practice of total quality management philosophy. This has in turned caused a declined in the organizational market share and overall performance of manufacturing firms in the market place. There is also poor leadership support and top management commitment on quality related issues when reported in the organization. This have also created a reduction in quality standards, which have also resulted to low market share, low sales, low profitability as well as low performance among manufacturing firms in the area. There was also denial of employees' involvement in quality decisions of the organizations towards quality products. Employees are not given the opportunities to contribute adequately during quality decisions on new and existing products of the selected manufacturing firms in the area. Based on this quality set back or deficiencies in products standardization, this study examines the relationships between TQM practices and market share of JONAP Table Water Limited.

Objectives of the study

The main objective of this study was to examine the relationships between TQM practices and market share of JONAP Table Water Limited. The specific objectives are:

1. To examine the relationship between top management commitment and market share of JONAP Table Water Limited.
2. To determine the relationship between employees' involvement on quality decisions and market share of JONAP Table Water Limited.
3. To investigate the relationship between quality measurement and benchmarking and market share of JONAP Table Water Limited.
4. To examine the relationship between leadership support and market share of JONAP Table Water Limited.

Research questions

1. Does top management commitment has a significant relationship with market share of JONAP Table Water Limited?
2. Does employees' involvement on quality decisions has a significant relationship with market share of JONAP Table Water Limited?
3. Does quality measurement and benchmarking has a significant relationship with market share of JONAP Table Water Limited?
4. Does leadership support has a significant relationship with market share of JONAP Table Water Limited?

Research hypotheses

The following null hypotheses were formulated to guide this study:

- H₀₁: Top management commitment does not has a significant relationship with market share of JONAP Table Water Limited.
- H₀₂: Employees' involvement on quality decisions does not has a significant relationship with market share of JONAP Table Water Limited.
- H₀₃: Quality measurement and benchmarking does not has a significant relationship with organizational performance of JONAP Table Water Limited.
- H₀₄: Leadership support does not has a significant relationship with market share of JONAP Table Water Limited.

Conceptual Reviews

TQM Practices

TQM practices has gained a lot of importance by businessmen, managers, practitioners, and research scholars over the last 20 years due to its impact on business performance (Bajaj, Garg & Sethi, 2018). It is an important tool which is widely accepted by both manufacturing and service organizations as an attempt to improve the performance of their business. TQM practices has

become a competitive strategy for organizations involved in either production or services and has been widely implemented throughout the world (Elfaituri, 2012). TQM practices provides a powerful platform on which companies apply quality management not only at the production or service delivery levels, but also on a company-wide scale (Dipasupil & Dipasupil, 2018).

TQM practices integrates fundamental management techniques, resources, and its implementation stands as a challenge and support to top management commitment in creating quality products and services in an organization (Muiruri, 2016). He further stated that the idea behind the implementation of total quality management systems is to ensure that adequate attention is given to quality so as to give room for an error free transactional process and less room for customer complaints while maximizing customer satisfaction. He also established that satisfied customers are more willing to recommend quality service to others. Total quality management practices has now become an important aspect of management practice due to increased competition among manufacturing firms, since quality issues are related or associated with market share organizational operations, productivity, customer satisfaction, performance as well as quality products and services (Ahmad, Yin, Nor, Wei, Hamid, Ahmad, Rahman & Nawi, 2018).

The development of total quality management practices has been one of the main changes in management practice (Grayson, Nyamazana & Funjika-Mulenga, 2016). The overall aim of any business entity is to have the needs of customers satisfied, by offering quality products or services, which is imperative within and outside the organization environment, all internal customers are well satisfied to ensure complete satisfaction of external customers as well in order to enhance the firms' performance and productivity (Salah, 2018). TQM practices has become an accepted technique to ensure continuous improvement of manufacturing firms' performance and survival in the modern economies (Muiruri, 2016). For this to be effective in addressing quality problems generally, the International Standard Organization (ISO) must be involve. This is because, the ISO 9001 standards is a quality management standard that embraces TQM practices as well as principles, which merges organizational concerns with customer satisfaction, stakeholder satisfaction, process efficiency, increased market share, performance, continuous improvement on quality products/services, and employees' welfare. ISO is the world's largest developer and publisher of quality international standards (Muiruri, 2016).

The quality improvement methodology that had proved to be successful among manufacturing firms can be applied to the working of TQM practices of organizations in relations to International Standard Organization (ISO) ISO 9001-2015. On the lines of ISO 9000 series is a concrete and important step to initiate total quality management practices to improve performance, productivity and operational efficiency in manufacturing firms (Mukherjee, 2019). Neyestian and Juanzon (2017) stated that ISO 9000 has become the worldwide model for an effective quality management system. ISO 9001 has also been adopted by different organizations in all over the world. The newly revised ISO 9001 standard (ISO 9001:2015) is also based on seven values of

principles of TQM practices such as customer focus, leadership, engagement of people, process approach, quality improvement, evidence-based decision making and relationship management (Cronemyr, Backstrom & Ronnback, 2017). Since then the ISO 9000 has become the internationally recognized standard for quality management systems. It comprises a number of standards that specify the requirements for the documentation, implementation and maintenance of a good quality system (Okolie, Obika & Nwuzor, 2018).

Apparently, the ISO 9000 is a testimony to others that the company follows universal standardization procedures, and due to its rising extensive acceptance, ISO 9000 has become one of the vital factors in improving quality of organizational products (Ray & Tripathi, 2017). They further stated that the rapid growth of ISO9000 certification as well as total quality management practices revealed a strong interest in both manufacturing industry and academic literature. Brata and Soediantono (2022) emphasized that the application of TQM contributes to expanding employee empowerment, make employees more trained and have good skills, Employees feel more valued, provide higher quality products, customers feel more cared for because their needs are met by the company, maintain customer satisfaction, makes companies focus on market demands, inspires employees to provide the best quality in every activity, channels the procedures that are important to obtain superior results, helps to continuously test all processes to get rid of unnecessary and unproductive things, supports companies to really understand the existing competition and to build an effective war strategy, helps to establish good procedures for communication and reward good work, and also helps to review what processes are needed to build a continuous development strategy on quality products.

Top Management commitment to quality

Top management commitment is compulsory to all strategy and action plans set in achieving quality objectives in order to improve profitability and productivity (Javed, 2015). He further stressed that top management must be visibly and actively engaged in the quality effort by serving on teams, coaching teams, and teaching seminars. The top management commitment is a strong cornerstone in the total quality management philosophy (Oparinde, 2019). Top management commitment plays very important role for quality performance and success of organization (Mehmood, Qadeer & Ahmad, 2014). Top management provides direction for achievement of quality related goals as well as basic atmosphere to enhance productivity or performance in organization. TQM implementation in any organization calls for top management commitment as it is the core requirement to as well as the driver of TQM application and results cannot be reached without it (Al-Nasser, Yusoff & Islam, 2013). The role of the top management in quality management system is undeniable and emphasized by many scholars (Stanojeska, Minovski & Jovanoski, 2020). They further stated that the top management has a crucial role in establishing quality policies, providing resources, stimulating involvement of the employees for successful operation of ISO 9001 and transition towards TQM practices. Top management is completely involved in implementing and stimulating the TQM approach. Top management commitment is

one of the leading elements in total quality management system implementation as it enhances organizational outcomes by impelling other core QMS factors (Ahire & O'Shaughnessy, 1998; as cited in Rehmani, Ahmad, Naseem & Syed, 2020). Top management commitment consistency in involvement for all quality programmes activities aid organizations to facilitate and promote changing of employees' attitude towards continuous quality improvement (Othman, Ghani & Choon, 2019). Talib, Rahman and Qureshi (2010) asserted that top management commitment is the primary driver of increased productivity and overall enhancement of business excellence of an organization.

Alshatnawi and Ghani (2018) advised that top management must develop a TQM strategy that understand what customers want, because customer-driven quality is a strategic organizational issue which needs to be integrated in the overall organizational planning process. And that the best way to improve organizational performance is by involving and empowering employees at all levels towards quality issues. Top management commitment and leadership requires effective change in organizational culture and this can only be made possible with the deep involvement of top management to the organization's strategy of continuous improvement, open communication and cooperation throughout the organization (Keinan & Karugu, 2018). Top management level is also responsible for mentoring product design and considering market demands and consumer needs, and the focus of top management is essential for manufacturing firms to produce goods that are manufacturable and meet the needs of customers (Singh & Singh, 2014). This is because top management level plays an essential role in directing organizational operations as well as influencing the decision-making processes and resource allocation processes for supplier management and product design management. Involvement of management in quality management creates a participative environment in the organization which is very important in implementation of TQM practices (Oruma, Mironga & Muma, 2014). Total quality management philosophy derives its strength from the commitment of senior management in the application of total quality management in various organized activities (Al-Damen, 2017).

Employees involvement on quality decisions

Employees' involvement is another fundamental principle or philosophy of total quality management practices. Employees are the most important asset for any firm as they provide support in productivity and performance enhancement. In order to become competitive firms must train their employees to improve their abilities and skills which increases their performance (Mehmood, Qadeer & Ahmad, 2014). They further revealed that employee involvement positively affects organizational performance. Involvement of employees in quality enhancement activities such as teamwork, employee suggestions, and employee commitment (Al-Damen, 2017). Employee involvement is viewed as a way to allow employee participation, the commitment on the part of the management to allow employees participate in decision-making and reflect a change in culture (Sweis, Ismaeil, Obeidat & Kanaan, 2019). Jong, Sim and Lew (2019) strongly suggests that encouragement of workforce focus practices such as empowerment, involvement, training,

and information sharing are strategic or vital factors of quality programmes, and that manufacturing firms need to focus in this part if they want to succeed in improving productivity and overall performance. TQM is a management based approach with the participation of all members of an organization in improving processes, products, services and the culture in order to achieve higher level of satisfaction of customers and other associated stakeholders in the system (Ismaylis & Moschidis, 2015; Yeng, Jusoh & Ishak, 2018; Aranda & Márquez, 2015). Talib, Rahman and Qureshi (2010) emphasized that involvement and participation of employees at all levels of quality decisions is to improve the quality of both current and future products and services of organizations.

Employees' involvement is recognized as one of the main prerequisites for improvement of quality management system (Stanojeska, Minovski & Jovanoski, 2020). In order to succeed successfully, manufacturing firms' workers need to be involved and given opportunities to participate actively on quality issues steadily during production processes. The effective engagement of interested parties such as employees and suppliers who can impact the performance and reputation of an organization is vital for enduring success (Fonseca & Lima, 2015).

Employees in the organization need to be continually trained and be given adequate training and education on prescriptions, methods and the concept of quality, which usually includes QM principles, team skills, and problem solving in quality related training issues (Agus, Ahmad & Muhammad, 2009). Maintaining high quality levels requires capable employees' involvement in the organization. To better understand quality related issues and their roles in TQM practices, the employees need to be actively involvement, trained and given responsibility for generating products and services that conform to the customers' requirements and expectations (Wang & Meckl, 2020). They further emphasized that every employees of the firm must be involved in continuous improvement process on quality, such as decision-making and problem-solving processes, and efforts and contributions should be encouraged. The participation of all organizational members in a quality programme can lead to more efficient and transparent transfer of information, knowledge and experience to the board of directors and senior management for fast and rapid solutions to firms' problems.

The management engages workers in creating and delivering value of quality products and services whether they are full-time, part-time, outsourced, or in-house. A firm need to encourage and motivate the workforces to constantly improve their skills and maintain consistency in producing quality products and services steadily. This principle also involves empowering the employees, involving them in decision making and recognizing their achievements. When people are valued, they put in more efforts and work to their best ability, because it boosts their confidence and motivation as well. When employees are completely or generally involved, it makes them feel empowered and accountable for their actions.

Quality Measurement and Benchmarking

Benchmarking is the process of identifying, understanding, and adapting outstanding practices from organizations anywhere in the world to help an organization improve its performance (Al-Sohaim, Monstasser & Manhawy, 2016). Benchmarking include measurement, comparison, and identification of best practices, implementation and improvement on continuous quality of products and services in an organization. A company must embrace strong acceptance and maintenance of a total quality measurement and benchmarking plan. Quality programmes need to measure the percentage or the number of parts that deviate from the acceptable in order to prevent the recurrence of a defect. The cost of quality could include relevant changes in market share, warranty costs, and inspection, reworks, and scrap costs. The cost of nonconforming raw materials could include lost revenue or productivity costs and would aid in vendor selection and certification. Benchmarking is another process in which an organization continuously compares and measures itself against business leaders anywhere in the world to gain competitive edge and information and provide a guideline for rational performance goals (Agus, Ahmad & Muhammad, 2009). Benchmarking is the activity of analyzing the best products and processes from competitors in the same industry or in other industries that use similar processes (Aziz, Sumantoro & Maria, 2019). Quality oriented training is the most significant practices to acquaint employees with internal customers to quality concept, methods and skills in the organization (Musa & Alawad, 2011). Benchmarking is the process of comparing performance information within the organization as well as outside the firm (Talib, Rahman & Qureshi, 2010).

Leadership Support

Leadership has remained a major area of interest in both academia and industry, and it is in the hands of top management to decide the future of an organization's success in terms of business competitiveness as well as increased productivity. Leadership support refers to top management which sets organizational goals and objectives and develops strategies or techniques to accomplish those goals, and leaders are responsible for quality assurance and improvement efforts in relation to time and cost (Abbas, 2019). Top management has a complex leadership role in the implementation of TQM practices (Hussain & Younis, 2015). They further stressed that leadership is an extremely prominent factor in teamwork in order to enhance continuous improvement on quality of products and services of an organization. Turner (2014) as cited by Jong, sim and Lew (2019) revealed that effective leadership is viewed as a critical factor for success in the management of organizations and it has also shown that an appropriate leadership style can lead to better performance and high market share level of manufacturing firms in the system.

Leadership support or commitment is an indispensable TQM practices, in deciding how the organization's resources are distributed in order to achieve efficient performance and increased market share. It is the responsibility of the of the leaders to characterized the vision, mission and goals that promote quality culture and build up a set of shared values, leading to improved market share as well as performance (Machimbi & Wanyoike, 2017). They concluded that leadership

commitment as a factor of total quality management practices was observed to be sure and critical in contributing towards organizational performance. Leadership is an important goal for any organization, Since TQM is an important factor in organizations' development in terms of decreasing product price, increasing profits, increasing product quality, minimizing production costs, gain competitive advantage over other organizations and increasing employees and managers' satisfactions (Mohammed, Alharthi, Alharthi, Alhabashi & Hassan, 2014). Leadership is an important factor in TQM implementation because it improves organizational performance through influencing other TQM practices. Leadership is also responsible for the product and service which is offered. Leadership and top management support is expected to have an integral role in encouraging the practices and behaviours that lead to quality goals establishment, resources allocation, quality performance evaluation and quality improvement on products and services (Barouch & Kleinhans, 2016; Yeng, Jusoh & Ishak, 2018). Management leadership is considered to be another key driver of TQM and it has a significant influence on determining whether TQM practices can be implemented effectively or not (Singh & Singh, 2014).

Leaders at all levels establish unity of purpose and direction and create conditions in which employees are engaged in achieving the firms' quality objectives on a continuous basis (Okolie, Obika & Nwuzor, 2018; Worlu & Obi, 2019). This is very pertinent because creation of unity of purpose and direction and engagement of workers enable the manufacturing firms to align its strategies, policies, processes and resources to attain its objectives. Leadership management is the most vital factor for the successful and effective implementation of TQM practices (Garcia, Rama & Alonso, 2014). Effective management leadership is critical to influence the decision of selecting qualified suppliers and certifying suppliers for quality material (Singh & Singh, 2014). They are concern with the responsibility for monitoring product design and bearing in mind market demands as well as consumer needs of the manufacturing firms in order to increase the overall market share.

Amur-Al-Shabibi (2019) asserted that leadership factor was the most critical strategic factor and was vital in ensuring the successful implementation of TQM practices in an organization. He further stated that continuous improvement, organizational culture as well as quality goals and policy were also critical elements that are substantial to the effective implementation of implementation of TQM practices in business or manufacturing organizations. In leadership, the managers need to regularly guide the members and examine the business and service quality; show determination of TQM implementation to all the employees; treat quality as the priority in decision-making; distributing resources and improving the quality; carefully establishing the goals of business and service quality; and encouraging the employees to participate in quality management (Chung, 2016). Management leadership plays a significant function in management results in an organizational success. Great leadership establishes unity and purpose among the employees and stakeholders. Creating a thriving firms' culture provides an internal environment that allows employees to fully realize their potential, ability and get actively involved in achieving organizational objectives. Management leaders need to include the employees in setting clear

organizational goals and objectives towards quality standard and control processes. This is because, involvement workers in quality decisions, motivates employees, which significantly improve organizational as well as employees' productivity and loyalty.

Leadership support provides significant means to improve and maintain quality and can anticipate changes and make plans to accommodate it (Singh, Kumar & Singh, 2018). They further stressed that quality cannot be successfully implemented if there is a lack of commitment from the top management and that the success of any TQM strategy rely on leadership style of businessmen in the society. In real life situation, the practice and responsibility of quality assurance has shifted to top management from the inspection departments to other departments of the firm (Sweis, Ismaeil, Obeidat & Kanaan, 2019).

Market Share

Market share is the percentage of an industry's total sales that is earned by an organization. Market share refers to the portion or percentage of a market earned by a company or an organization. A firms' market share is the total sales in relation to the overall industry sales of the industry in which it operates. A firms' market share is often quoted as a percentage of industry-wide sales. Market share is calculated by dividing the company's total revenues by the total sales of the whole industry during a specific period of time. This indicator is used by management, data analysts and other professionals to assess the size, or presence of an organization within a given industry. A large market share is typically an indicator of a successful business performance. This can be achieve and maintain when quality products and services are offered in the market place. Manufacturing firms with a large market share can offer set industry prices because competitors are looking for ways to follow their lead in the business environment. Simultaneously, businesses with a large market share may also be subject to anti-competition laws, which are government-imposed sales restrictions to prevent one company from monopolizing an industry. TQM is a widely used management philosophy across many sectors as it helped to enhanced market share of an organization (Shafiq, Lasrado & Hafeez, 2019). An organizational large market share contributes to economies of scale, increased in sales, increased customer base, reputation and goodwill, dominating in the industry, as well as increased bargaining power. Market share is useful when comparing firms across the same industry.

Empirical Reviews

Pham (2020) conducted a study on the relationship between total quality management practices and firm performance in Vietnam: The mediating role of non-financial performance. Survey research was employed. The variables considered were leadership, process management, quality information, employee training, customer focus, and supplier management. The population was 452 respondents Vietnamese enterprises. The sample size was 211 respondents. Correlation Coefficient was employed to test the hypotheses with the aid of SPSS Version 20 and AMOS 22

at 0.01 level of significance (2tailed). TQM practices have a positive direct effect on non – financial performance. TQM practices have a positive direct effect on financial performance in Vietnamese enterprises. Non – financial performance has a mediating effect on the relationship between TQM practices and financial performance. This research also found that the mediator of non – financial performance is a suppressor variable in the relationship between TQM practices and financial performance. Non – financial performance suppressor variable involved and overwhelmed the relationship between TQM practices and financial performance. The study recommended that TQM adopters in Vietnam is that the firms should have patience and keep going with the TQM implementation process. And concluded that financial performance will improve dramatically when TQM practices are implemented effectively.

Sutrisno (2019) had a study on the relationship between total quality management element, operational performance and organizational performance in food production SMEs of East Java Region of the Republic of Indonesia. The variables considered were customer focus, top management commitment, continuous improvement, training and education, process management, workforce management, supplier relationship, product design, production management, strategically based, and total employee involvement, organizational performance. The study adopted survey research design and qualitative approach. The population of the study was 250. The sample size was 102 respondents from related SMEs. The study used a structured questionnaire with a 5 points Likert scale of strongly disagreed (1), disagreed (2), Neutral (3), agreed (4), and strongly agreed (5). The instrument was tested with Cronbach alpha for its reliability. The study also used confirmatory factor analysis to test construct reliability and validity. The study adopted Product Moment of Correlation Coefficient and Partial Least Square to test the hypotheses. The research proves that improving operational performance is influenced by the element “Soft” and “Hard” TQM and organizational performance achievement is influenced by operational performance. The study stressed that to achieve benefits and obtain sustainable competitive advantages for companies at the SME level, “Hard” TQM and “Soft” TQM are not enough, that a quality-oriented organizational culture is needed to solve them. The study concluded that the application of soft and hard TQM elements can lay the foundation for improving operational performance and achieving organizational performance, and that operational performance which is influenced by the aspects of soft and hard elements of TQM has a significant influence on corporate organizational performance. In the study, wrong statistical tool was used. That is Partial Least Square was adopted instead of Correlation Coefficient or Pearson Moment Correlation Coefficient. The population and sample size was not well spelled out in the study.

Maqsood, Saeed, Ramzan, Ajmal, Hussain and Arab (2019) conducted a study on TQM practices and their effect on non-financial performance: an empirical study of Pakistani hospitals. Cross-sectional and quantitative designs were adopted. The population of the study was 5 hospitals. The sample size was 150 hospitals’ managers. The instrument was structured questionnaire using 5 points Likert scale ranging from strongly disagreed (1) to strongly agreed (5). The validity of the

instrument was conducted through content validity and construct validity. Cronbach alpha was used to estimate the reliability of the scale. Both descriptive and inferential statistical analysis was adopted using IBM SPSS version 20, and correlation and regression analysis were also adopted to test the hypotheses of the study using SPSS version 21 software. The study revealed that TQM practices have a statistically significant impact on non-financial performance in Pakistani hospitals. The study revealed that all dimensions of TQM were significantly and positively correlated with individual dimensions of non-financial performance. Customer focus presented maximum correlation ($r=0.703$) with a customer perspective. Teamwork and continuous improvement also showed a higher correlation with customer focus ($r=0.674$) and ($r=0.689$). Benchmarking and process management was more correlated with internal business processes ($r=0.684$) as compared to other aspects of non-financial performance. The results further showed that overall TQM practices are highly correlated with non-financial performance ($r=0.793$). Three TQM practices; teamwork and involvement, benchmarking and customer focus were found to be significant and contributing effectively in non-financial performance. The study also revealed that overall TQM practices were also found significantly related to individual dimensions of non-financial performance e.g. customer perspective, learning and growth and internal business processes. And concluded that effective implementation of TQM practices in healthcare industry yields in enhanced non-financial performance.

Dipasupil and Dipasupil (2018) carried out a study on the relationship between total quality management practices and financial performance of small and medium sized manufacturing companies in the Philippines. Descriptive research design was adopted. The sample size was 50 SMEs multi-stage random sampling. Questionnaires and interview was used to generate the data. Descriptive statistics was used as well as Pearson Product Moment of Correlation to interpret the gathered data. The areas considered were management commitment and leadership, continuous improvement, total customer satisfaction, employee involvement, education and training and reward and recognition, and financial performance of the companies in terms of solvency, liquidity and profitability. The study revealed that TQM practices in terms of management leadership and commitment, customer satisfaction and continuous improvement are highly predominant among the subject companies while strategies involving employee involvement, training and education and rewards and recognition are moderately predominant among the participating SMEs. The study also found that continuous improvement significantly correlates with the financial performance of the companies particularly in terms of solvency. In terms of the relationship between the financial performance and the predominance of TQM practices, it was found that there is no significant relationship between these two sets of variables as shown in Table 2. This implies that TQM cannot be readily equated with improved financial performance most especially among the small and medium enterprises.

Samawi, Abu-Tayeh, Yosef, Mdanat and Al-Qatawaneh (2018) had a study on the relationships between total quality management practices and business excellence using evidence from private

service firms in Jordan. The study adopted quantitative approach. The total population of the study comprised of 5760 employees of the 14 participating firms in Jordan. The Sample size was 450 respondents that was randomly selected among employees of the 14 firms. Cronbach's alpha coefficient was used to test its reliability of the instrument. Multiple regression, Correlation model and standard deviation were used to test the hypotheses. TQM practices concerning leadership, human resource focus, process management, customer focus, and information and analysis found to have a positive effect on organizational excellence in the firms surveyed. The study also revealed that strategic planning in private firms in Jordan is not shown to have a significant positive influence on organizational excellence. The study recommended that decision makers and practitioners should pay close attention to the roles of leadership, human resources, information and analysis, process management and customer focus in achieving excellence in service firms. And in order to maintain excellence once achieved, these practices should be exposed to regular revision and improvement in the firm.

Betinah, Ojiabo and Alagah (2018) conducted a study on total quality management and organizational success of manufacturing firms in Rivers State. The Cross-Sectional Survey design was utilized which is an aspect of Quasi-experimental research design. The population of the study was 588. The sample size 238 respondents using. Primary source of data using structured questionnaire. This study adopted the following dimensions of TQM practices such as product improvement, process improvement and customer focus and measures such as employee and customer satisfaction with an encompassing moderating variable which is Technology towards integrating the unit of measures of employed variables. The Spearman rank order correlation coefficient was used to analyze the data. The study revealed that there is a significant relationship between product improvement, process improvement and customer focus and employee satisfaction as well as customer satisfaction of manufacturing firms in Port Harcourt, Rivers State, Nigeria. A positive and significant relationship was found amongst employed variables showing that a rise in any of the total quality management is very likely to give birth to a corresponding rise in their organizational success status. It was recommended that managers are to invest in the time and resources to implement TQM programs. This study also signals the importance of ensuring a supportive organizational environment through its technology for the effective implementation of TQM.

Salah (2018) conducted a study on total quality management practices and performance of commercial banks in Garissa County, Kenya. The study used descriptive research design. The target population of the study consisted of 104 top and middle level managers of Commercial banks in Garissa County, which include Kenya Commercial Bank (48), Equity Bank (32) and National Bank of Kenya (24). The stratified random sampling was used. Primary data was used in the study through closed ended and open ended questionnaire. The data was analyzed using descriptive, Correlation and Regression Statistics tool using Statistical Package for Social Sciences (SPSS version 21). Multiple Regression statistics was also used to establish the relationship

between the total quality management practices and performance among commercial banks in Garissa County, Kenya. The variables studied are employee involvement, top management commitment, continuous improvement, customer focus and operational performance. The study revealed that most total management practices employed by the commercial banks in Garissa County were employee involvement, top management commitment, continuous improvement and customer focus. There is a positive and significant relationship between customer focus, top management commitment, continuous improvement and employee involvement and operational performance of commercial banks. The top management commitment also influences positively on performance but there is need for strategy development and stakeholder involvement to foster performance. The study recommended that for the commercial banks and financial institutions to perform optimally there is need for improved strategy formulation and implementation geared towards TQM practices. Stakeholder involvement needs also to be enhanced to ensure the employees, customers and other parties in the management and running of commercial banks to assist in improving quality service delivery in the industry. Descriptive design was employed in the study instead of survey research design. Small population and sample size was considered in the study.

Abdul-Rahman and Hamdan (2017) conducted a study on the relationship between total quality management and firm's comprehensive performance: An empirical study. The population was 215 from 3 pharmaceutical companies in Hama and Homs in Syria. The sample size was 138 respondents. A structured questionnaire was used to collect the data using 5 points Likert scale of SA=5, A=4, N=3, D = 2 and SD=1. Descriptive statistical analysis was used to test the hypotheses. The study revealed that there is a significant relationship between TQM practices and employee satisfaction. The study also found that there is a significant relationship between TQM practices and product quality. The study also revealed that there is a significant relationship between TQM practices and customer satisfaction. The study also found that there is a significant relationship between TQM practices and strategic performance. The study concluded that the application of TQM is generally reflected in the firm's comprehensive performance. Companies follow a strong policy of customer service, as well as interest in improving product quality and strategic performance. The study shows a positive and significant relationship between TQM practices and customer satisfaction, product quality and strategic performance. The study recommends that companies need to focus on employee's satisfaction, because it reflects positively on companies and institutions by achieving the desired benefit and improving the comprehensive performance. The companies also need to focus on product quality by enhancing the application of TQM and maintaining a high level of product quality.

Sayyad (2017) had a study on the relationship between total quality management practices and effects on firms' performances in Palestine. The study adopted survey design. The population of the study was 57 firms of commerce industry. The sample size was 57 respondents determine through simple random sampling technique. A structured questionnaire using 5 points Likert scale

of strongly agreed, agreed, indifferent, strongly disagreed and disagreed with closed questions. The data was analyzed with standard deviation. The variables considered in the work were management commitment, employee involvement, training, education, rewards and recognition. The study revealed that management commitment and leadership, employee involvement, training, education, communication, customer focus, cultural change, rewards and recognition are significantly positively associated with firms' quality improvement practice. It was also found that employee involvement was a dominant factor for quality improvement and it was also associated with significant improvements in firms' quality improvement. And concluded that leadership commitment from the top management to the employees is equally an important aspect that paves the way for an effective implementation of TQM practices at the organization to facilitate advanced organizational performance.

Olonade and Oyatoye (2017) conducted a study on ISO 9000 and quality standards improvement in the maintenance units of selected manufacturing firms in Lagos. The study adopted cross-sectional descriptive research design, using quantitative research method. Data were obtained through 110 copies of questionnaire administered to employees across twenty-two selected manufacturing firms in Lagos metropolis. The study adopted multistage sampling technique (purposive and convenience sampling). Out of 110 copies, 106 were retrieved and 79 were valid for data analysis, giving a response rate of 71.18%. Data gathered were analyzed using mean, standard deviation, Pearson Correlation and Regression analysis with the aid of Statistical Package for Social Science (SPSS-Version-21). The study revealed that the adoption of ISO 9000 quality certification tools is significantly related to and influenced the effectiveness of quality practices and standardization in the maintenance units of manufacturing organizations. The study also revealed that the perception of ISO 9000 tools and effectiveness of quality standardization in the manufacturing firms does not significantly vary across employees' cadre. The study recommended that more manufacturing firms should adopt ISO 9000 for firms' performance and competitiveness. The study concluded that ISO 9000 tools certification and practices is not only relevant but very important to enhance business performance and competitiveness of manufacturing firms in the area.

Machimbi and Wanyoike (2017) conducted a study on total quality management strategies and organizational performance in Kenya using Blue Triangle Cement Limited as a case study. The general objective of this study was to find out the Total Quality Management strategies and Organizational Performance in Kenya. The specific objectives of this study was to examine the effect of leadership commitment on performance of Blue triangle in Kenya; to establish the extent to which customer focus affects TQM strategy and performance of Blue Triangle in Kenya; to assess the effect of employee empowerment and performance of Blue Triangle cement. The population of the study was 1160, and the sample size was 348. Data was analyzed using descriptive and inferential statistics. Descriptive statistics was used to summarize data while inferential statistics, specifically Multiple Linear Regression, was used to test the hypothesis, using Statistical Package for Social Sciences (SPSS) version 22. The study revealed that leadership

commitment was found to have a significant effect on performance of Blue Triangle Cement. The study recommended that the management should be committed to quality by providing strategic direction with respect to quality management strategies, which should be aligned to the firms' objectives. Managers of manufacturing firms also need to accentuate and contribute on employee empowerment in order to receive the long haul rewards of having a quality management practices set up to improve organizational performance.

Long, Abdul-Aziz, Kowang and Ismail (2015) had a study the impact of tqm practices on innovation performance among manufacturing companies in Malaysia. Quantitative approach was adopted. The population was 35 SMEs. The sample size was 123 respondents. Questionnaires were used to generate the data. The variables considered were customer focus, leadership, process management, strategic planning, and people management. The findings of this study showed that TQM practices are correlated positively and significantly with innovation performance. The results have confirmed that people management, customer focus, and process management are the crucial TQM practices that affect innovation performance. Being customer-focused drives employees to improve the innovativeness of the company's products in order to meet customer demand and attain customer satisfaction. Human resource professionals should play their roles as strategic partners and develop policies that can spur innovation performance in the organization. Employees who are able to provide new and sound ideas that help organizations to break down the barriers that block success should be rewarded in a fair manner. And concluded that TQM practices act as a stepping-stone to producing more competitive and innovative organizations that optimize resources and effectively reduce operational costs.

Theoretical Framework

The theoretical framework of this study was anchored on Juran's Total Quality Management Theory. The Juran's Total Quality Management Theory was developed by Joseph M. Juran in 1951. Juran proposed a worldwide approach of conceptualizing quality planning, quality control and quality improvement, which is called the Quality Trilogy. The quality trilogy was presented as a means of managing quality products and services in an organization. The underlying assumptions of the theory were based on his quality trilogy, in which Juran proposed 10 steps in achieving continuous quality improvement on organizational products and services (Beckford, 2010): 1. Build up an awareness for the need to improve quality. 2. Set targets for improvement of quality. 3. Coordinate people so that these targets can be achieved. 4. Deliver training and education at all levels in the organization. 5. Carry out projects to solve quality problems. 6. Report progress. 7. Give recognition. 8. Communicate results. 9. Keep score and assess overall progress, and 10. Make annual reviews a regular feature of policies and procedures in order to sustain the momentum of quality improvement on products and services.

Today, the Juran's quality trilogy has become the basis for most total quality management best practices around the world are built upon on quality products and services to be achieved. In

essence, the quality trilogy is a universal way of thinking about quality as it fits all organizational functions, all levels, and all products and services lines.

The value of this theory is that the theory will help manufacturing firms to set quality standards on continuous improvement of quality of products/services and employees' involvement on quality related decisions and issues affecting organizational performance. The theory will also help the management and leadership of the manufacturing firms to provide good supports and to know how to plan and control quality progress during production processes. The theory will also guide top management on quality measurement and benchmarking processes towards market share and quality organizational performance.

METHODOLOGY

The study employed a survey research design. The population was one hundred and fifty (150), which comprises of all the staff of JONAP Table Water Limited Ekureku, Abi Local Government Area, Cross River State excluding the security officers. The sample size was one hundred and eight (108) using Krejcie and Morgan Table of 1970 for sample size determination. The study made use of primary source of data. The instrument for data collection was a structured questionnaire using 5 points Likert scale of SA (5), A (4), U (3), D (2), and SD (1), administered on 108 respondents. The structured questionnaire was validated by expert in the research area. The reliability test was conducted and analysed using Cronbach Alpha Coefficient. The result of the alpha coefficient index (α) of 97% from the pilot test was considered adequately reliable for the instrument to be considered reliable. The study employed Product Moment Correlation Coefficient, using Statistical Package for Social Sciences (SPSS) version 23, to analyze the data and test the hypotheses.

Test of hypotheses

Hypothesis 1.

- H₀₁: Top management commitment does not have a significant relationship with market share of JONAP Table Water Limited.
- H_{a1}: Top management commitment has a significant relationship with market share of JONAP Table Water Limited.

Correlations

		Top Mgt. Commitment	MS
Top Mgt. Commitment	Pearson Correlation	1	.879**
	Sig. (2-tailed)		.000
	N	108	108
Market Share	Pearson Correlation	.879**	1
	Sig. (2-tailed)	.000	
	N	108	108

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

From the above results estimates, the null hypothesis was rejected, and the alternative hypothesis was accepted and concluded that top management commitment has a positive and significant relationship with market share of JONAP Table Water Limited in the system.

Hypothesis 2

H₀₂: Employees’ involvement on quality decisions does not has a significant relationship with market share of JONAP Table Water Limited.

H_{a2}: Employees’ involvement on quality decisions has a significant relationship with market share of JONAP Table Water Limited.

Correlations

		Employees' Involvement	MS
Employees' Involvement	Pearson Correlation	1	.934**
	Sig. (2-tailed)		.000
	N	108	108
Market Share	Pearson Correlation	.934**	1
	Sig. (2-tailed)	.000	
	N	108	108

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

Based on the above results estimates, the null hypothesis was rejected, and the alternative hypothesis was accepted and concluded that employees’ involvement on quality has a positive and significant relationship with market share of JONAP Table Water Limited in the business environment.

Hypothesis 3

H₀₃: Quality measurement and benchmarking does not has a significant relationship with organizational performance of JONAP Table Water Limited.

H_{a3}: Quality measurement and benchmarking has a significant relationship with market share of JONAP Table Water Limited.

Correlations

		Quality Measurement & Benchmarking	MS
Quality Measurement & Benchmarking	Pearson Correlation	1	.904**
	Sig. (2-tailed)		.000
	N	108	108
Market Share	Pearson Correlation	.904**	1
	Sig. (2-tailed)	.000	
	N	108	108

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

Based on the above results estimates, the null hypothesis was rejected, and the alternative hypothesis was accepted and concluded that quality measurement and benchmarking has a positive and significant relationship with market share of JONAP Table Water Limited in Cross River State.

Hypothesis 4

H₀₄: Leadership support does not has a significant relationship with market share of JONAP Table Water Limited.

H_{a4}: Leadership support has a significant relationship with market share of JONAP Table Water Limited.

Correlations

		LS	MS
Leadership Support	Pearson Correlation	1	.872**
	Sig. (2-tailed)		.000
	N	108	108
MS	Pearson Correlation	.872**	1
	Sig. (2-tailed)	.000	
	N	108	108

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

With the above results estimates, the null hypothesis was rejected, and the alternative hypothesis was accepted and concluded that leadership support has a significant relationship with market share of JONAP Table Water Limited in the market place.

DISCUSSION OF FINDINGS

Based on the hypotheses tested, the study revealed that top management commitment has a positive and significant relationship with market share of JONAP Table Water Limited. This result was supported with finding of Salah (2018) which found that there is a positive and significant relationship between top management commitment and operational performance of commercial banks. The top management commitment also influences positively on performance but there is need for strategy development and stakeholder involvement to foster performance. Javed (2015) affirmed that there is positive relationship between top management commitment and success of quality management in an organization. Stanojeska, Minovski and Jovanoski (2020) also asserted that top management play a vital role on employees' involvement in improving quality management system of the food processing industry. Pham (2020) asserted that non – financial performance has a mediating effect on the relationship between TQM practices and financial performance. Abdul-Rahman and Hamdan (2017) also found that there is a significant relationship between TQM practices and employee satisfaction. Sayyad (2017) also affirmed that management commitment, training and education, communication, customer focus, cultural change, rewards and recognition are significantly and positively associated with firms' quality improvement practice. Olonade and Oyatoye (2017) found that the perception of ISO 9000 tools and effectiveness of quality standardization in the manufacturing firms does not significantly vary across employees' cadre. Khalil and Muneenam (2021) asserted that a firm can effectively handle its TQM practices, if it will heighten its culture and skills to perform and contribute to organizational performance.

The study also found that employees' involvement on quality decisions has a positive and significant relationship with market share of JONAP Table Water Limited. This result is supported with the finding of Sutrisno (2019) which found that total employee involvement has a significant relationship with corporate organizational performance. He further stressed that to achieve benefits and obtain sustainable competitive advantages for companies at the SME level, "Hard" TQM and "Soft" TQM are not enough, that a quality-oriented organizational culture is needed to solve them. Maqsood, Saeed, Ramzan, Ajmal, Hussain and Arab (2019) also found that teamwork and involvement of employees of TQM practices were also found significantly related to individual dimensions of non-financial performance e.g. customer perspective, learning and growth and internal business processes. Salah (2018) also affirmed that there is a positive and significant relationship between employee involvement and operational performance of commercial banks. Sayyad (2017) also found that employee involvement was a dominant factor for quality improvement and it was also associated with significant improvements in firms' quality

improvement. Machimbi and Wanyoike (2017) also found that employees empowerment and commitment was found to have a significant effect on performance of Blue Triangle Cement. Betinah, Ojiabo and Alagah (2018) also found that there is a significant relationship between product improvement, process improvement and customer focus and employee satisfaction as well as customer satisfaction of manufacturing firms in Port Harcourt, Rivers State, Nigeria.

The study also revealed that quality measurement and benchmarking has a positive and significant relationship with market share of JONAP Table Water Limited. The result is in line with the finding of Maqsood, Saeed, Ramzan, Ajmal, Hussain and Arab (2019) which affirmed that benchmarking and process management was more correlated with internal business processes ($r=0.684$) as compared to other aspects of non-financial performance. Betinah, Ojiabo and Alagah (2018) also found that there is a significant relationship between product improvement, process improvement and customer focus and employee satisfaction as well as customer satisfaction of manufacturing firms in Port Harcourt, Rivers State, Nigeria. A positive and significant relationship was found amongst employed variables showing that a rise in any of the total quality management is very likely to give birth to a corresponding rise in their organizational success status. Olonade and Oyatoye (2017) The study revealed that the adoption of ISO 9000 quality certification tools is significantly related to and influenced the effectiveness of quality practices and standardization in the maintenance units of manufacturing organizations.

The study also revealed that leadership support has a significant relationship with market share of JONAP Table Water Limited. This result was supported with the finding of Dipasupil and Dipasupil (2018) which found that management leadership and commitment has a significant relationship with financial performance of manufacturing firms, and that customer satisfaction and continuous improvement are highly predominant among the subject companies while strategies involving employee involvement, training and education and rewards and recognition are moderately predominant among the participating SMEs. Maqsood, Saeed, Ramzan, Ajmal, Hussain and Arab (2019) also found that all dimensions of TQM were significantly and positively correlated with individual dimensions of non-financial performance. Customer focus presented maximum correlation ($r=0.703$) with a customer perspective. Samawi, Abu-Tayeh, Yosef, Mdanat and Al-Qatawaneh (2018) also affirmed that TQM practices concerning leadership, human resource focus, process management, customer focus, and information and analysis found to have a positive effect on organizational excellence in the firms surveyed. They further found that strategic planning in private firms in Jordan is not shown to have a significant positive influence on organizational excellence. Sayyad (2017) also found that leadership commitment significantly positively associated with firms' quality improvement practice. Machimbi and Wanyoike (2017) affirmed that leadership commitment was found to have a significant effect on performance of Blue Triangle Cement. Long, Abdul-Aziz, Kowang and Ismail (2015) study also showed that TQM practices such as leadership, customer focus, process management, strategic planning, and people management are correlated positively and significantly with innovation performance. Shafiq,

Lasrado and Hafeez (2019) also asserted that majority of the TQM constructs has positive and significant relationship with financial and non-financial results of organizations.

Managerial Implications

The relationships between TQM practices and market share is significant. TQM practices such as top management commitment to quality, employees; involvement on quality decisions, quality measurement and benchmarking as well as management leadership support will help to increased firms' market share by producing quality products and services in the business environment. Similarly, TQM practices are considered as driving forces or internal mechanisms contributing to improved market share of manufacturing firms in the business environment. It also provides empirical support that the correlation or association of TQM practices with production processes of manufacturing firms helps in the growth and development of the firms increased market share and business survival in the market place. This will also help manufacturing firms to put in more leadership supports, efforts and commitment in adopting good TQM practices in order to enhance competitive advantage continuously in the market place.

CONCLUSION

With the empirical evidence determine, TQM practices has a positive and significant relationships with market share of manufacturing firms in the system. The hypotheses tested shown that top management commitment to quality issues, employees' involvement on quality decisions, quality measurement and benchmarking and leadership support on quality issues has a positive and significant relationships with market share of business organizations in the society. TQM practices are set of activities that direct and control the application of quality approaches and principles towards continuous improvement on quality of products and services in an organization to improved market share and gained competitive position in the system.

Recommendations

Based on the findings, the following recommendations were made:

1. The top management should put in more efforts, supports, and commitments to quality issues and decisions by reviewing and checking quality standards regularly in order to produce quality products and service steadily and increase market share of the organization.
2. The management should also give adequate room or opportunities for workers to contribute actively during quality decisions and other organizational problems for quality products and increase market share to be maintained and sustained on a regular interval.
3. The management should at all times measure and evaluate quality standards and performance of the organization regularly in order to ascertain the competitive position and market share continuously.

4. The management should apply good leadership styles and supports that can enhance good quality standards on the organizational products and services in order to improve market share and performance level steadily.

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