

# The Effect of Total Quality Management (TQM) on the Organizational Growth of Adama Beverages: A Marketing Mix Perspective

Nelson Jonah<sup>1</sup>, Ianngi Gabriel Ornguga<sup>2</sup>, Emmanuel Torsen<sup>3</sup>

Department of Statistics and Operations Research, Modibbo Adama University of Technology Yola, Nigeria

**Abstract:** *This paper examined the effect of Total Quality Management practices on organizational growth in Adama Beverages. Specifically, determining the effect of total quality management on organizational growth, the impact of marketing mix produce on organizational growth and the long term effect Total quality management on organizational growth. Explanatory research design was adopted. The target population comprised head of departments and distribution unit in Adama Beverages whose total population was 120. The sample size of 90 respondents was drawn using stratified random sampling. Questionnaires were used to collect primary data. Statistical Package for Social Sciences (SPSS) was used to perform data. The findings support the hypothesis that there is a positive and significant effect of total quality management on organizational growth thus any organization managers aiming to achieve organizational performance should pay close attention to all the elements of total quality management.*

**Keywords:** Adama Beverages, Growth, Marketing Mix, Total Quality Management

## 1. Introduction

The concept total quality management (TQM) it's effects on organizational growth have received high level of interest globally in the recent times, more especially as it influences the marketing as a major factor for achieving competitive advantage. In the past decades, as it has shown through many publications, total quality management (TQM) in particular have received researchers' attention as it affects organizational growth and performance as organizations continue to achieve continuous improvement as an important integral part of their organizational strategy. For an organization to move forward and to deliver her products and services is critical for competition in the global market; as the world's market place keep shrinking, because of the internet advancement. The process total quality management (TQM) depends on a certain beliefs and values embark upon by any organization. Despite the articles and publications on TQM written by different scholars, there are still ambiguities about the concept. This may come from the fact that the term total quality management (TQM) means different thing to different people as it denotes to the authorities such as Edward Diming, Shigo Shingo, Tom Peters etc. the have proposed different contextual from works for quality terms providing companies with the structures that is environmentally friendly necessary for successful implementation of TQM process. Quality training, correction and continuous improvement process executed through a well-planned team. The goal of the team should be ultimate, such that everyone gets involve from, the contractors, designers, vendors, subcontractors and even owners are fully involve in the total quality management (TQM) process.

Globally today in so many economy of the world they have result in total quality management (TQM), to gain competitive advantage in the market place for organizational performance or growth, this have become very important for the organizations. To edge your competitors, produce products, and services that are more superior in nature than

your competitors is highly sought for. Qualities have attracted the interest of so many managers at different level of management. It has become the concern of all not just the experts, as companies continuous to grow, it has entered the corporate mainstream, become an activity as worth of attention in the marketing of commodities (Gavin, 1988). There has been reasons for increased demand for quality in recent time, customers' increasing demand for quality products, higher competition in market place, demand for improve profitability, graining complex products and services as well as products liability legislation (Sandholm, 2000).

Total quality management (TQM) is a management phenomenon brought into play by the Japanese and Proven to be a potential competitive tool globally. It is a weapon which can be used ideally to meet and exceed customer's expectation, in developing rapid business growth. However, the problem that arises at this point is whether total quality management (TQM) can influence organizational growth, through the marketing perspective using the 4Ps. There is need to identify this need, by the manufacturing companies in other to easy customer's persuasion; more especially when the customers have the knowledge that these products are of good quality. When total quality management (TQM), culture is maintaining and proper marketing mix is adapted, it will propel organization growth, is therefore worth investigating. The philosophy underlying the implementation of total quality management was clearly articulated by a Burger king executive: "the customer is the vital key to our success. We are now looking at our business through the customer's eye and measuring our performance against their expectations not ours". A company that employs a total quality management strategy must therefore, evaluate through the eye of the customer. The world now is a global village and that have made trade much easier, and it has enhanced global quality of products, low cost products throughout the world. This has made global and local competitiveness possible without many problems. It has given the consumers opportunity of getting affordable

Volume 7 Issue 7, July 2018

[www.ijsr.net](http://www.ijsr.net)

[Licensed Under Creative Commons Attribution CC BY](https://creativecommons.org/licenses/by/4.0/)

prices, high quality products and services. For companies to stay competitive, the management must embark on quality management policies at all levels of the marketing broad spectrum in terms of advertisement, promotion, pricing and logistics (place). The centre piece of this research is focused on whether total quality management is relevant on organizational growth, the marketing perspective, through the 4ps i.e. product, price, place (logistics) and promotion.

This paper therefore, examines the relevance of Total Quality Management (TQM) on organizational growth, as it affects the marketing mix of an organization, and what result does it bring in terms of growth and performance. Specifically, it determines the effect of Total Quality Management (TQM) on organizational growth, the impact of marketing mix produce on organizational growth and the long term effect Total Quality Management (TQM) have on organizational growth.

### Research Questions

For investigation to be made the research have posed the following set of questions formulated to be able to arrive at the logical solution of the research problems

- 1) What is the effect of total quality management on organizational growth?
- 2) What impact does marketing mix produce on organizational growth?
- 3) What long term effect will total quality management have on organizational growth?

### Hypotheses

The following hypotheses were tested at 5% level of significance.

- H<sub>0</sub>- There is no positive and significant effect of total quality management (TQM) on organizational growth.
- H<sub>0</sub> - There is no positive and significant impact of marketing mix on organizational growth.
- H<sub>0</sub>- There is no long term effect of total quality management on organizational growth.

## 2. Literature Review

Before an attempt is made in determining the relevancy of Total Quality Management (TQM) on organizational growth, and the marketing mix perspective, we need to know the concept of Total Quality Management (TQM) which will serve as a basis for foundation. Management in Nigeria Journal (1996) has defined the term "Total Quality Management (TQM) as a customer focused performance enhancing toll which can be applied to any type of organization. It balances the diverse element of business and alien them to achieve excellent business result. These element of business include leadership, strategic planning, human resources development, work process management information system (MIS), external customers, employees and stakeholders". According to Oakland (1994), quality is often use to signify excellence of product or service quality then will mean meeting the customer requirement and this has been explained by different authors. For example, any product or service that its features and characteristic has the ability to satisfy and meet the implied need of a customer is said to have quality. Sandhom(2000) defined quality as ability of a set of inherent characteristics of a product,

system or process to fulfill customer requirement and other interested parties. Corporate understanding of quality by the organizational management is very important, in the market place. It is not sufficient enough to specify product or service because that is what the customers wants; attention must be given by the department to meet the agreed requirement. The benefit of making sure requirement are meet at every stage, every time is greatly enormous in terms of increased competitiveness and getting the required market share.

Total Quality Management (TQM) is a practice of management that focuses on enhancing customer satisfaction through continuous improvement of product or services quality. Organizations are recognizing the strategic importance of quality management, and therefore they see it as a management tool for achieving competitiveness in the market place. Total Quality Management is a continuously evolving management system consisting of value, methodologies and tools, the aim of which is to increase external and internal customer satisfaction with a reduced amount of resources (Hellsten and Klefsjo, 2000).

### The marketing mix

Marketing mix is tools use in marketing by the firm to blend and produce responses that the company wants in the target market (Kotlet, Wong, Saunders & Mistrong, 2000). Likewise, the chartered institute of marketing describes it as the combination of tactics use by business organization to achieve its objectives by marketing it products or even services effectively to a specific target group (Cim Study Guide, 2004).

In a crowded and competitive market, it is very important that organizations draw customer's attentions toward their products. The advantage of such play only be achieve through one element of the marketing mix or by combining more of them (Ibrassington, 2006). A product may have a combination of high quality and good value (price and product) that a competitor may find it difficult to match. Therefore, an effective and unique communication is needed and combined with excellent products that stand up to the promises made. This will make any organization age its competitors, constant reminder is needed even when the products is not forgotten.

### Adama beverages limited

Adama Beverages Limited is a wholly owned Nigerian Company that is duly registered with the Corporate Affairs Commission (CAC) as a Limited Liability Company. The company was incorporated on 2<sup>nd</sup> January, 2004 in accordance and compliance with the provisions of the companies and Allied Matter Act 1990 of the Federal Republic of Nigeria. The company at inception aimed at providing finest quality process water, natural juices and fruit drinks for all Nigerian and the neighboring countries. The management of Adama Beverages Limited is well focus in providing good quality table water, natural juices and fruit drink for all Nigerian. Our management team is geared towards continual improvement in standard and professional ethic, values and practical management principles. Looking at the future generations and healthy environment, the main philosophy of our company is to

provide best quality products at very competent rates which can easily reach all sectors of the society.

The vision of Adama Beverages Limited is to be a leader in the food and beverage industry that satisfies the desires of consumers through the provision of world class quality products and service delivery.

The Adama Beverages Limited produces the following products:

- 1) Sachet water pouches
- 2) Table water in various sizes
- 3) 20ltrs dispenser jar bottles
- 4) Natural fruit juices in different pack sizes.

The study reviews some related literature on total quality management (TQM), although most of the empirical literatures reviewed the study was conducted. Salaheldin (2009) showed some critical success factors for total quality management (TQM) implementation and their effect on performance. The study points out that there exists the substantial positive effect on the implementation of total quality management (TQM) or organizational performance. The result showed the central role of the strategic factor in implementation of total quality management programmes. Daniel and Christopher (2005) study the relationship between total quality management (TQM) and organization culture, which was done with the purpose of identifying the particular way that determine the successful implementation of total quality management (TQM) practices. The study showed that culture was found to have significant relationship with certain practices of total quality management (TQM). Ching-Chow (2006) proved that Human Resources Management significantly affects Total Quality Management (TQM) practices. This study concluded that human resources management have positive effects on the implementation of total quality management (TQM). When implementing human resources management practices can also have a significant effect on employees and customers' satisfaction.

Some empirical studies recommend that total quality management (TQM) implementation does have a positive and significant effect on organizational growth, in the case of small and medium enterprises (Huang and Chen, 2002; Pinho, 2008) Total Quality Management have got much attention since mid-1980's the empirical evidence on Total Quality Management and Organization performance are mix (Hung, 2007, Kaynaki, 2003) some of the studies showed some deficiency of total quality management (TQM) in enhancing organizational performance. Fredrickson (1984) report his findings that highly unsound product market broad decision making in total quality management negatively affects performance.

### 3. Methodology

The research will adopt a case study approach and therefore, the instrument of questionnaire will be used to collect data from primary sources while text books and relevant materials from professional literature will be used as secondary sources of data.

The population on group comprise of various Departments, and customers of Adama Beverages Ltd.

The sample size of 90 respondents used for the study was drawn from 120 population of the study. It comprised of 40 average aged and 80 elderlies in Adama Beverages Adamawa State. The sample random sampling technique was used, ensuring that the sample represented fairly the Adama Beverages Yola as presented in Table 2.

The primary data is collected from the interviewed with the management of this company. The criterion uses for selecting who to be interview is based on the marketing knowledge and the knowledge of Total Quality Management (TQM). These interviews were conducted in correlation with the conceptual frame work of this research. This will help the researcher to ask questions that will fit more accurately to the research problem, and to get pure information.

### Instrument of Data Collection

Questionnaire: In any scientific research work, questionnaire has been considered as means of collecting primary data from the respondents in other to fine solution to the research problem. A certain procedure is therefore employed to obtain accurate and valid information upon which the research has been carried out. The researcher will employ the use of questionnaire in other to get better understanding of the research problem. The advantage of using questionnaire is that timely information is best obtained through this process. The secondary data are obtained from wide variety of sources, main source are the empirical study of scholars, text books, journals the internet and some internal document of Adama Beverages Ltd. There are other relevant sources that the researcher comes across.

### Method of Data Analysis

The data collected shall be analyzed using Chi-Square as a statistical tool to test whether there is a significant relationship between Total Quality Management and Organizational growth: Marketing mix perspectives. Hence, testing the hypotheses of the study.

### Test Statistic

The following Test Statistic will be used to test the research hypotheses

$$\chi^2 = \frac{(OF - EF)}{EF}$$

Where:

OF=Observed frequency

EF=Expected frequency

$\sum$  =Summation

Decision Rule: Reject  $H_0$  if  $\chi^2$  calculated is greater than  $\chi^2$  tabulated

### 4. Results and Discussion

Data collected for the purpose of answering research questions were presented and analyzed. The findings were presented according to the research questions and the researcher employed simple percentage, Chi-Square

**Table 1: Age Distribution of Respondents**

Option	Frequency	Percentage
Male	50	55.6
Female	40	44.4
Total	90	100

Source: Field Survey

**Table 2: Age Distribution of Respondents**

Option	Frequency	Percentage
Under 20	10	11.2
26-30 years	20	22.2
31-35 years	20	22.2
36-40 years	20	22.2
Above 41 years	20	22.2
Total	90	100

Source: Field Survey

**Table 3: Marital Status of Respondents**

Option	Frequency	Percentage
Single	40	44.4
Married	30	33.3
Divorced	10	11.1
Separated	5	5.6
Widowed	5	5.6
Total	90	100

Source: Field Survey

**Table 4: Educational Qualification of the Respondents**

Option	Frequency	Percentage
FSLC	-	-
SSCE	10	11.1
OND/NCE	30	33.3
HND/BSC	40	44.5
PHD	10	11.1
Total	90	100

Source: Field Survey

Table 1 indicates that 50 respondent's quavered male representing 55.6% of the population while 40 were female representing 44.4% of the population.

Table 2 showed that fewer than 20 tenors of the age of respondent were 10 represented by 11.2% where 26-30 years represented by 22.2% were 20, 31-35 years were 20 represented by 22.2% and 36-40 years were 20 represented by 22.2%, above 41 years were 20 represented by 22.2%.

The response shows that 40 were single represented by 44.4% while married were 30 represented by 33.3%, divorced were 10 represented by 11.1% separated were 5 represented by 5.6% and widowed were 5 represented by 5.6% of the population as presented in Table 3.

Table 4 shows FSLC was Nil – where SSCE holder were 10 represented by 11.1% OND/NCE holder were 30 represented by 33.3% HND/BSC were 40 represented by 44.5% and PHD were 10 represented by 11.1%

**Table 5: Commitment to High Quality can Affect Organizational Growth in Adama Beverages**

Response	Total response	Total % response
Strongly disagree	51	56.7%
Disagree	39	43.3%
Neither agree nor disagree	-	-
Agree	-	-
Strongly agree	-	-
Total	90	100%

Source: Field Survey

**Table 6: Customer Satisfaction can Affect Organizational Growth in Adama Beverages**

Response	Total response	Total % response
Strongly disagree	70	77.8%
Disagree	15	16.7%
Neither agree nor disagree	5	5.5%
Agree	-	-
Strongly agree	-	-
Total	90	100%

Source: Field Survey

**Table 7: Quality Standard of Products can Affect Organizational Growth in Adama Beverages**

Response	Total response	Total % response
Strongly disagree	50	55.6%
Disagree	38	42.2%
Neither agree nor disagree	2	2.2%
Agree	-	-
Strongly agree	-	-
Total	90	100%

Source: Field Survey

**Table 8: Continuous Improvement in Quality Standard can Affect Organizational Growth in Adama Beverages**

Response	Total response	Total % response
Strongly disagree	38	42.2%
Disagree	50	55.6%
Neither agree nor disagree	2	2.2%
Agree	-	-
Strongly agree	-	-
Total	90	100%

Source: Field Survey

**Table 9: Employee Training, Incentives, and Recognition can affect Organizational Growth in Adama Beverages**

Response	Total response	Total % response
Strongly disagree	40	44.50%
Disagree	15	16.7%
Neither agree nor disagree	5	5.5%
Agree	30	33.3%
Strongly agree	-	-
Total	90	100%

Source: Field Survey

Table 5 depicts that fifty-one (51) of the respondents representing 56.7% of the total response strongly disagree that commitment to high quality can affect organizational growth in Adama Beverages is very high; while thirty-nine (39) of the respondents representing 43.3% of the total response disagree that commitment to high quality cannot affect organizational growth in Adama Beverages.

Table 6 reveals that seventy (70) of the respondents representing 77.8% of the total response strongly disagree

that customer satisfaction can affect organizational growth in Adama Beverages is very high, fifteen (15) of the respondents representing 16.7% of the total response disagree that customer satisfaction can affect organizational growth in Adama Beverages is high, while five (5) of the respondents representing 5.5% of the total response held that customer satisfaction can affect organizational growth in Adama Beverages.

Table 7 show that fifty (50) of the respondents representing 55.6% of the total response strongly disagree that quality standard of products can affect organizational growth in Adama Beverages is very high; thirty-eight (38) of the respondents representing 42.2% of the total response disagreed and two (2) of the respondents representing 2.2% of the total response neither agree nor disagree that quality standard of products can affect organizational growth in Adama Beverages is of average.

Table 8 show that fifty (38) of the respondents representing 42.2% of the total response strongly disagree that the continuous improvement in quality standard can affect organizational growth in Adama Beverages is very high; thirty-eight (50) of the respondents representing 55.6% of the total response disagree and two (2) of the respondents representing 2.2% of the total response neither agree nor disagree that continuous improvement in quality standard can affect organizational growth in Adama Beverages is of average. Table 9 reveals that (40) of the respondents representing 44.5% of the total response strongly disagree that employee training, incentives, and recognition can affect organizational growth in Adama Beverages is very high, fifteen (15) of the respondents representing 16.7% of the total response disagree that employee training, incentives, and recognition can affect organizational growth in Adama Beverages is high, while five (5) of the respondents representing 5.5% of the total response neither agree nor disagree that employee training, incentives, and recognition can affect organizational growth in Adama Beverages and (30) of the respondents representing 33.3% of the total response agree that employee training, incentives, and recognition can affect organizational growth in Adama Beverages.

**Presentation and Interpretation of Data According to Research Questions (Questionnaires)**

**Table 10:** Striving for Better Quality of Adama Beverages Product can Affect Organizational Growth

Response	Total response	Total % response
Strongly disagree	40	44.50%
Disagree	30	33.30%
Neither agree nor disagree	10	11.10%
Agree	10	11.10%
Strongly agree	-	-
Total	90	100%

Source: Field Survey

**Table 11:** What is the Effect of Total Quality Management on Organizational Growth?

Response	Total response	Total % response
Positive impact	-	0%
Negative impact	90	100%
Total	90	100%

Source: Field Survey

**Table 12:** What Impact does Marketing Mix Produce on Organizational Growth?

Response	Total response	Total % response
High	2	2.20%
Moderate	25	27.80%
Low	63	70%
Total	90	100%

Source: Field Survey

**Table 13:** What Long Term Effect will Total Quality Management have on Organizational Growth?

Response	Total response	Total % response
High	2	2.20%
Moderate	25	27.80%
Low	63	70%
Total	90	100%

Source: Field Survey

Table 10 depicts that 40 of the respondents representing 44.5% of the total response strongly disagree that striving for better quality of Adama Beverages product can affect organizational growth; while 30 of the respondents representing 33.3% of the total response disagree that striving for better quality of Adama Beverages product can affect organizational growth, 10 of the respondents representing 11.1% of the total response neither agree nor disagree that striving for better quality of Adama Beverages product can affect organizational growth and 10 of the respondents representing 11.1% of the total response agree that striving for better quality of Adama Beverages product can affect organizational growth.

Looking at the Table 11, we will see that zero (0) of the respondents representing 0% of the total response said that there was a positive impact of total quality management on organizational growth in Adama Beverages, while ninety (90) of the respondents which represented 100% of the total response replied that there was a negative impact of total quality management on organizational growth in Adama Beverages. From the available data, it could be deduced that there was a negative impact of total quality management on organizational growth in Adama Beverages. This has indeed, badly affected the economic growth of Adama Beverages and the nation at large.

Table 12 show that two (2) of the respondents representing 2.2% of the total response rated marketing mix produce on organizational growth to be high. Twenty-five (25) of the respondents representing 27.8% of the total response opined that marketing mix produce on organizational growth was moderate and sixty-three (63) of the respondents representing 70% of the total response replied that marketing mix produce on organizational growth was low. The above table shows conclusively that the marketing mix produce on organizational growth was low; since 70% of the respondents viewed that marketing mix produce on organizational growth was low.

Table 13 show that two (2) of the respondents representing 2.2% of the total response rated long term effect of total quality management on organizational growth to be high. Twenty-five (25) of the respondents representing 27.8% of

the total response opined that long term effect of total quality management on organizational growth was moderate and sixty-three (63) of the respondents representing 70% of the total response replied that long term effect of total quality management on organizational growth was low.

**Testing of Hypotheses**

The hypotheses are tested below using Chi-square statistical method.

**Testing of Hypothesis One**

H<sub>0</sub>: There is no positive and significant effect of total quality management on organizational growth.

Test Statistic: 
$$\chi^2 = \frac{\sum (OF - EF)^2}{EF}$$

Ef for Cell 1 =  $\frac{24 \times 90}{24} = \frac{2160}{24} = 90$

Ef for Cell 2 = - = - = -

Ef for Cell 3 =  $\frac{66 \times 90}{66} = \frac{5,940}{66} = 90$

Ef for Cell 4 = - = - = -

Substituting 
$$\chi^2 = \frac{\sum (24-90)^2}{90} + \frac{(0-0)^2}{0} + \frac{(66-90)^2}{90} + \frac{(0-0)^2}{0}$$

$$= \frac{4356}{90} + \frac{0}{0} + \frac{576}{90} + \frac{0}{0}$$

$$= 48.4 + 0 + 6.4 + 0$$

$\chi^2 = 54.8$

Degree of freedom (df) = (r-1)(c-1)

Where:

r = the number of rows

c = the number of columns

Therefore, df = (2-1)(2-1)

= 1 x 1

= 1

Calculated  $\chi^2 = 54.8$ , the critical value of  $\chi^2 = 3.84$ .

Hence, there is a positive and significant effect of total quality management on organizational growth.

**Testing of Hypothesis Two**

H<sub>0</sub>: There is no positive and significant impact of marketing mix on organizational growth.

Test Statistic: 
$$\chi^2 = \frac{\sum (OF - EF)^2}{EF}$$

Ef for cell 1 =  $\frac{56 \times 90}{56} = \frac{5040}{56} = 90$

Ef for cell 2 = - = - = -

Ef for cell 3 =  $\frac{34 \times 90}{34} = \frac{3060}{34} = 90$

Ef for cell 4 = - = - = -

Note: All expected frequency (Ef) are entered into each cell in the

Contingency table

Substituting 
$$\chi^2 = \frac{\sum (56-90)^2}{56} + \frac{(0-0)^2}{0} + \frac{(34-90)^2}{34} + \frac{(0-0)^2}{0}$$

$$= \frac{1156}{56} + 0 + \frac{3136}{34} + 0$$

$$= 20.64 + 0 + 92.24 + 0$$

$\chi^2 = 112.88$

**Table 14:** Contingency Table on Positive and Significant Effect of Total Quality Management on Gender in Organizational Growth

Response	Categories		Total	Percentage
	Male	Female		
Yes	24 (90)	66 (90)	90	100%
No	-	-	-	-
Total	24	66	90	100%

Degree of freedom {df} = (r-1)(c-1)

Where

r = the number of rows

c = the number of columns

∴ df = (2-1)(2-1)

= 1X1

= 1

Calculated  $\chi^2 = 112.88$ , the critical value of  $\chi^2$  is 3.84.

This means that there is a positive and significant impact of market mix on organizational growth, as calculated from Table 14 above.

**Testing of Hypothesis Three**

H<sub>0</sub>: There is a long term effect of total quality management and gender in the organizational growth.

Test Statistic: 
$$\chi^2 = \frac{\sum (OF - EF)^2}{EF}$$

Ef for Cell 1 =  $\frac{42 \times 82}{47} = \frac{3444}{47} = 73$

Ef for Cell 2 =  $\frac{5 \times 8}{47} = \frac{40}{47} = 0.85$

Ef for Cell 3 =  $\frac{40 \times 82}{43} = \frac{3280}{43} = 76$

Ef for Cell 4 =  $\frac{3 \times 08}{43} = \frac{24}{43} = 0.56$

**Table 15:** Contingency Table on Positive and Significant Impact on Marketing Mix on Gender in Organizational Growth

Responses	Categories		Total	Percentage
	Male	Female		
Yes	56 (90)	34 (90)	90	100%
No	-	-	-	-
Total	56	34	90	100%

Note: All expected frequency (Ef) are entered into each cell in the contingency table.

$$\begin{aligned} \text{Substituting } \chi^2 &= \frac{\sum(42-73)^2}{73} + \frac{(5-0.85)^2}{0.85} + \frac{(40-76)^2}{76} + \frac{(3-0.56)^2}{0.56} \\ &= \frac{961}{73} + \frac{17.22}{0.85} + \frac{1296}{76} + \frac{5.95}{0.56} \\ &= 13.16 + 20.26 + 17.05 + 10.63 \end{aligned}$$

$$\chi^2 = 61.1$$

Degree of freedom (df) = (r-1)(c-1)

Where:

r = the number of rows

c = the number of columns

Therefore df = (2-1)(2-1)

= 1 x 1

= 1

Calculated  $\chi^2 = 61.1$ , the critical value of  $\chi^2$  is 3.84.

Hence, there is a long term effect of total quality management on organizational growth, as calculated from Table 15 above.

## 5. Conclusion

Based on the findings of the study, we conclude that the relevance of total quality management on organizational growth: market mix perspective on Adama Beverages with the view of proffering possible suggestions of improving the collective contributions of the growth of the organization which is geared towards achieving a holistic development in Adama Beverages cannot be over-emphasized. That for Adama Beverages to grow and measure well with the challenges of market mix perspective, there should be the participation of the employee in the decision making of the organization. The commitment to high quality and customer satisfaction were the major discrimination and marginalization agents that affect the organizational growth. The continuous improvement in quality standard, employee's training, distribution of product, continuous improvement in product and striving for better quality would result in the promotion of organizational growth.

## References

- [1] Brassington, F.J., and Pettitt, S. (2000). Principle of Marketing. Prentice Hall.
- [2] Ching-Chow Yang (2006). "The Impact of Human Resource Management practices on the Implementation of Total Quality Management: An empirical study on high-tech foams", *The TQM magazine*, 18(2), pp. 162-173.
- [3] Clark, F. (1996). Leadership for Quality: Strategy for action. Mc Graw-Hill International
- [4] Companies in Malaysia: An exploratory analysis." Total Quality Management Journal, 11(8), pp.1041-1051.
- [5] Daniel, I.P., and Christopher, M.M. (2005). "The relationship between Total Quality Management Practices and Organizational Culture". *International Journal of Operations and Production Management*, 25(2), pp. 1101-1122.
- [6] Fredrickson, J.W. (1984). The Comprehensiveness Strategic Decision Processes: extension, observation, future directions. *Academy of Management Journal*, 27(3), 445-466.
- [7] Gervin, D.A. (1988). Managing Quality, The Strategic and Competitive edge. Collier Macmillan.

- [8] Hellsten, U. and Klefsjo', B. "TQM as a Management system consisting of value, techniques, and tools" *TQM magazine*, vol. 12, No. 4, pp. 238-44.
- [9] Huarng, F. and Chen, Y.T. (2002). The relationships of TQM philosophy, methods, and performance: A survey in Taiwan. *Industrial Management and Data systems*, 102(4), 226-234.
- [10] Hung, H.M. (2007). Influence of the Environment on Innovation Performance of TQM. *Total Quality Management*, 18(7), 715-730.
- [11] Isaksson, R. (2004). Total Quality Management for Sustainable Development.
- [12] Jobber, O. (2001). Principle and Practice of Marketing. Mc Graw-Hill International.
- [13] Kaynak, H. (2003). The relationship between Total Quality Management practices and their effects on firm performance. *Journal of Operations Management*, 21(4), 405-435.
- [14] Kotler, K.J., Wang, V., Saunders, J., and Armstrong, G. (2000). Principle of Marketing, Fourth European edition. Prentice Hall.
- [15] Oaklan, J.S. (1994). Total Quality Management: The route to improving performance, second edition. Butterworth Heinemann, London.
- [16] Salaheldrin, I.S. (2009). "Critical Success Factors for TQM Implementation and their impact on Performance of SME's. *International Journal of Productivity and Performance Management*, Vol. 58, pp. 215-237.
- [17] Sandhdm, L. (2000). Total Quality Managing. IAQ Book Series Vol.2.
- [18] Seraph, J.V., and Benson, P.G. (1989). An Instrument for Measuring the Critical Factors of Quality Management. *Decision Science*, 20(4), 457-478.
- [19] Talha, M. (2004). Total Quality Management: An overview, the bottom line: Managing library finances 17(1), pp. 15-19.