



## TOTAL QUALITY MANAGEMENT AND CORPORATE SUSTAINABILITY OF FOOD AND BEVERAGE COMPANIES IN LAGOS STATE, NIGERIA

**Bolatito Oluwajinmi and Olukayode Longe (Ph.D)**

Department of Management and Accounting, Faculty of Management and Social Sciences,  
Lead City University, Ibadan

email: [bolatitooluwajinmi@gmail.com](mailto:bolatitooluwajinmi@gmail.com),

Phone numbers: +2349052873439, +2348066613731

### Cite this article:

Oluwajinmi B., Longe O. (2023), Total Quality Management and Corporate Sustainability of Food and Beverage Companies in Lagos State, Nigeria. African Journal of Economics and Sustainable Development 6(3), 54-71. DOI: 10.52589/AJESD-TU0BGFND

### Manuscript History

Received: 12 June 2023

Accepted: 31 July 2023

Published: 23 Aug 2023

**Copyright** © 2023 The Author(s). This is an Open Access article distributed under the terms of Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International (CC BY-NC-ND 4.0), which permits anyone to share, use, reproduce and redistribute in any medium, provided the original author and source are credited.

**ABSTRACT:** *The contemporary business environment requires that organizations maintain their business growth by producing products or services that constantly meet the yearnings and expectations of their customers. Corporate sustainability is one of the most challenging issues in big organizations, which constitutes a great concern to management and the importance of total quality management is considered to be a vital driver of sustainability. This study examined Total Quality Management and Corporate Sustainability of Food and Beverage Companies in Lagos State, Nigeria. The study adopted a descriptive research design. A sample of 400 employees was selected by using Taro Yammane statistical formula through stratified random sampling technique. Employees were categorized into three non-overlapping cadres of management, senior staff and the junior cadre. The criterion for inclusion into the sample was restricted to five years and above as organizational tenure. The research instrument employed for the study was survey, i.e., questionnaire. Data collected were analysed using both descriptive and inferential statistics. The study tested two hypotheses and findings revealed a positive significant effect between total quality management and corporate sustainability, while customer focus also has a positive effect on corporate social responsibility. The study concluded that successfully managed total quality management practices could ensure business growth and continuity in the context of potentially better customer satisfaction and performance optimization.*

**KEYWORDS:** Total quality management, corporate sustainability, quality management, customer focus, food and beverage companies.



## INTRODUCTION

The present business environment is highly competitive and dynamic, which makes it very imperative for organizations to continually improve their business performance and capabilities to survive. One of the key strategies for ensuring the survival of business organizations is the application of total quality management (TQM) practices. It is an approach to doing business that attempts to maximize the competitiveness of an organization through the continuous improvement of the quality of its products, services, people, processes, and environments (Sadikoglu & Hilal Olcay, 2014). Organisations are under enormous pressure to improve productivity, remain competitive in the global market and increase responsibility awareness towards societal and environmental issues (Taddeo, Simboli, Di Vincenzo & Ioppolo, 2019; Munoz-Villamizar, Santos, Viles & Ormazabal, 2018). In response to these challenges, companies focus their activities on business sustainability that is defined as the capacity to generate added value in the short, medium, and long term for their different stakeholders, minimizing the negative impact on society and the environment (Abbas, 2020). There are different approaches to achieve corporate sustainability; one solution is total quality management practices which is considered as one of the core strategies to achieve manufacturing excellence (Abbas, 2020; Jurburg).

Total quality management application requires that management should dedicate time, money, labour, and other resources to enhance customers' satisfaction and profitability (Haque, Sawar & Azam, 2019). Developed countries like the U.S.A, United Kingdom, Canada, and France embrace the culture of quality more than African countries. With the relative economic decline in developing countries, it is imperative for industries to start changing their conventional business approaches into contemporary approaches aiming at continuous improvement for competitive advantages (Aghazadeh, 2019). Thus, productivity and sustainability of food and beverage companies in Nigeria are very crucial to the national economy and continued development as the sub-sector is very strategic for the necessary economic transformation of the country.

However, most manufacturing companies in the developing nations, especially Nigeria, are facing a lot of challenges that are adversely affecting their sustainable capacity to offer high performance. For instance, in the country, the business environment has remained very harsh and unfriendly creating crises of performance for most firms, regardless of their year of existence, thereby witnessing a downward slope in their performance level. As such, a lot of them have performed far below expectations in terms of quality management, overall output, revenue generation, and profitability. This depressing performance can be attributed partly to their ineffective corporate strategies and applications. Many of them have obsolete strategies that cannot make them to operate effectively. Besides, processes such as production forecasting, inventory management, and continuous process improvements are some of the practices that are merely used in Nigeria (Matthijs, 2018). In the manufacturing sector, food and beverage company is an integral part of the productive economy, which can also be categorized into sub-divisions such as chocolate and sugar confectioneries, soft drinks and carbonated water, flour and grain, fruit juices, food products, etc.

According to Ezeani and Ibijola (2017), some organizations fail to develop plans that indicate how to make TQM part of their corporate functionalities, implement the plan, and take all the necessary steps to improve processes of manufacturing and distribution, which have



contributed to the decadence of high-quality products from many companies in Nigeria. The effects of inferior products on the country and the people cannot be underestimated. Many lives have been lost while some are unable to recover from sicknesses and diseases as a result of low-quality consumer goods such as foods, drinks, and beverages. Furthermore, empirical studies have offered good insights on the effect of TQM on corporate sustainability in the advanced economies, but research efforts are still passive in this area of study, particularly in an emerging economy like Nigeria.

This is surprising, considering the strategic relevance of this sub-sector to continued growth and development of the Nigerian economy. Therefore, this present study is justified as it offers to investigate the effect of total quality management on corporate sustainability, which is of great importance to sustainable transformation of the nation. Specifically, the study will focus on the impact of quality management on economic sustainability and explore the relationship between customer focus and corporate social responsibility in the selected food and beverage companies in Lagos State, Nigeria.

## LITERATURE REVIEW

### Total Quality Management

Total Quality Management (TQM) is a business philosophy that pays attention to people and the work process, with customer satisfaction and improved organizational performance as the major concerns (Mwaniki & Okibo, 2019). It entails the appropriate coordination of work processes that give room for incessant progress in all business divisions with the goal to meet and even surpass customer expectations. As such, TQM is a practice of striving for customer satisfaction by ensuring quality in all departments in business organization and it also stresses the holistic quality in organization at realms in order to reduce waste, modify, and minimize cost so as to enhance corporate efficiency and effectiveness. Relatedly, total quality management has also been recognized as a depiction of the way of life, attitude, and organization of a company that endeavors to provide customers with items and services that fulfill their requirements (Phan et al. 2017). As such, it is also viewed as an incorporated and sustained effort purposively designed to advance quality at every level of the organization. In this way, TQM calls for continuous improvement of present processes and emphasizes new and improved methods of doing things. In essence, the approach seeks excellence in all aspects of business organization through continuous quality improvement, a commitment by all, and customer focus.

The components of Total Quality Management in business organisations are quality management and customer focus. More importantly, TQM is a culture of continuous improvement based on continuous learning and adaptation to changes in customer demand and product or operational methods as it encompasses all operations in the organization. This makes its role widely recognized as being a critical determinant in the success and survival of an organization in today's competitive business environment. Within its context, quality management, quality assurance, and customer focus are all exemplified in total quality management with other management activities. Thus, the application of TQM is closely related



to quality and provides the basis for quality management which is an alternative to ensuring customer satisfaction of company products or services.

Through the implementation of total quality management (TQM), companies are expected to control costs by making continuous improvement to the production process, product quality, human resources, services, and the environment. This is achievable by producing products that are free from damage to avoid repeating the production process, which causes the company's operational costs to increase. These practices, if implemented properly, often result in corporate organisations success and sustainability.

The components of total quality management practices in business organizations are quality management and customer focus. According to Investopedia (2020), quality management is the act of overseeing all activities and tasks needed to maintain a desired level of excellence in organizations. As such, it ensures that a firm's products or services consistently function well. Its major focus is however not only on products or services but also on the need to live in the organization as the culture of quality in which every stakeholder experiences and understands the need for dedication to its values. Quality management also includes the determination of a quality policy, creating and implementing, quality planning, quality assurance, quality control and quality improvement.

Today, customer-focus strategies are needed in all types of organizations regardless of their size, at all organizational levels, and in all work areas. It is a process of understanding customers' needs and expectations (Hamme, 2022). In attaining customer satisfaction, organizations needs to fulfill customers' needs and expectations (Topalović, 2015). Customer focus represents one of the several critical factors of TQM, where emphasis is laid on improvement on customers' requirements and actively tackling information about customers. In other words, becoming a customer-focused firm requires the organization to continuously improve all the processes involved (Zaidin et al., 2018). Customer focus becomes a significant factor for the success of an organization because it is a starting point of any quality initiative (Honarpour et al., 2018). For this reason, it is essentially needed to improve the way an organization is managed. Hence, the practice of customer focus requires firms to have adequate attention across the entire supply chain operations, such as looking for qualified suppliers, designing products following customers' expectations, timely delivery to the customer, reasonably priced products, and effective after-sale service.

### **Corporate Sustainability**

The concept of corporate sustainability can be defined as the development of the business perception which considers economic, environmental, and social aspects (Abdul-Rashid et al., 2017). It is the company's ability to operate in a way that meets the needs of the present without compromising the ability of future generations to meet their own needs. This includes minimizing negative environmental impacts, promoting social responsibility, and striving for economic viability and long-term success. Corporate sustainability involves a commitment to ethical business practices and a focus on meeting stakeholders' expectations for social, economic, and environmental performance. In this manner, it provides strategies for pursuing growth while ensuring the economical, social, and environmental resources of current and future generations are conserved (Khoja et al., 2017).



It is in fact, a prototype in which the future is thought of as a balance between the environment, society, and economy, so as to develop and improve quality of life. This is directed to bring about advancement that meets the needs of the present generation in workplaces, without doing away with the ability of the forthcoming generation. Thus, its byproducts are **economic sustainability** and **corporate social responsibility**.

Likewise, Corporate Social Responsibility emphasizes firm sustainability (e.g., Dkhili & Dhiab, 2019). It is a safeguard mechanism where management makes decisions considering stakeholder groups such as investors, employees, customers, suppliers, and government (e.g., Cui et al., 2016), forming a sustainable development concept, enhancing investor confidence, improving employee motivation and customer satisfaction, maintaining suppliers' willingness to cooperate, obtaining government support and subsidies, and enhancing firm competitiveness (e.g., Dong et al., 2018). According to this view, CSR is not an instrument but a part of the firm's agenda that seeks to meet the demands of all stakeholders (Schormair & Gilbert, 2021; Voegeli & Finger, 2021). Consequently, firms that fulfill their CSR well are more careful in their management's decision-making process to achieve higher levels of profitability within the application of total quality management practices.

The economic sustainability of an organization is primarily concerned with productivity and profitability of an organisation (Banihashemi et al., 2019). This suggests an adaptation that ensures growth and innovation, which can bring regeneration in industries to be able to flourish in a continuous basis. In this sense, economic sustainability is a moving target that implies sustainability performance, which is synonymous with the optimization of performance in today's organisations with tomorrow's workforce in mind and capacity.

To this end, zCRS is concerned with businesses acting responsibly towards society and a broader set of stakeholders beyond its shareholders (H. Wang et al., 2016) and is meant to address social challenges and concerns beyond those that companies are mandated by law to address or those of the shareholders (Al-Shammari et al., 2022b; Graafland & Smid, 2019; Wang et al., 2022). CRS entails dedicating a company's resources and human efforts to designing and implementing actions that can meet the expectations of various stakeholders (Saeidi et al., 2015; Scheidler et al., 2019).

Empirical studies have also offered good insights on the impact of TQM on corporate sustainability, although many others focused on TQM and operational performance (AlShehail et al., 2021). Nowadays, more attention is being given to TQM procedures and mechanisms, even though there is no definite consensus on the elements that comprise TQM (Tasleem et al., 2019). Various sets of TQM criteria have been proposed and used in various research because of the wide variety of definitions and scope of TQM. Similarly, Kaynak (2003) and Talapatra et al. (2020) used seven factors of TQM practices in their studies which focused on the leadership abilities of top management, relations between employees, supplier and customer relationship, product and process design. Abbas (2020) and Khan et al. (2020) used seven slightly different TQM factors for their research purpose. According to Tasleem et al. (2019), scholars have started to cite the MBNQA criteria as one of the most acceptable TQM standards. This study selects factors for TQM measurement based on the above literature. A key principle that assures high quality within a business, TQM can be applied through technology since it allows for strong leadership, continual development, and employee participation (De et al., 2020).





In summary, while many studies had discovered a positive relationship between TQM and corporate sustainability, (Abbas, 2020; AlShehail et al., 2021; Tasleem et al., 2019), Contrary findings have been discovered in other studies (Berman, 2015; Khalfallah et al., 2021; Wynen et al., 2016). Presently, there appears to be no consensus regarding the studies of effect of total quality management on corporate sustainability, since previous outcomes are somehow inconsistent. Hence, the present justification for this study, which is empirical and evaluative, is fully justified.

### Research Hypotheses

Based on the study objectives and review of literature, three (3) hypotheses have been stated in null form to guide the study:

- H<sub>01</sub>:** Quality management does not have any significant influence on economic sustainability.
- H<sub>02</sub>:** Customer focus has no significant relationship with corporate social responsibility.
- H<sub>03</sub>:** Total quality management practices does not have any significant effect on corporate sustainability.

### METHODOLOGY

This study adopted descriptive research design, using questionnaire as a research instrument. Participants were drawn from two purposively selected food and beverage organizations which are highly intensive technologically, and also based on their antecedents in the applications of total quality management practices. These firms are: Nestle Nig. Plc and Unilever Nigeria; 400 participants were selected for the study; stratified random sampling method was used for sample selection. The sample size was calculated using Taro Yammane (1967) statistical formula. The research instrument was self-administered by the researcher, with the help of two trained research assistants. The data gathered from the respondents were coded, verified and analysed using descriptive and inferential statistics. Research hypotheses were subjected to regression statistical analysis to establish the relationship between the used variables in the study.

### RESULTS

#### Demographic Information of the Respondents

Data presented by Table 4.1 indicates the demographic information of respondents. The results shows that female respondents, 208 (53.5%) dominated the study while the remaining 181 (46.5) were males. The demographic information about the respondents' age revealed that majority of the respondents, 205 (52.7%) were under 30 years of age, 91(23.4%) were between 31-40 years of age, 63 (16.2%) were between 41-50 years of age, while the remaining 30 (7.7%) were 50 years and above. Information about the educational qualification of the respondents revealed that respondents with HND/First degree certificates 244 (62.7%) constitute almost



two-thirds of the respondents, followed by 85 (21.9%) with masters' degree certificate, 25 (6.4%) were secondary certificate holders, 21 (5.4%) possessed national diploma certificates, while the remaining 14 (3.6%) were Ph.D. holders. In terms of employees cadres, respondents who were junior staff with 218 (54.5%), constituted majority of the study, followed by senior staff with 137 (34.3%), while the remaining respondents were management staff, 45 (11.2%).

On work experience of the respondents, it showed that majority of them, 175 (73.9%) had been on the job for about 5-10 years now, followed by 96 (24.7%) who had spent close to 10-15 years on the job, 69 (17.7%) had garnered at least 15-20 years of job experience while the remaining 49 (12.6%) had spent about 20 years and above on the job. According to the information about the marital status of the respondents, the majority of them, 229 (58.9%) were single, 150(38.6%) were married while the remaining 10 (2.6%) were divorced.

### Research Questions

#### 4 Research Question One: What is the influence of quality management on economic sustainability in the selected food and beverage companies in Lagos State, Nigeria?

Tables 4.1 and 4.2 present the results of the prevailing quality management and economic sustainability in the selected food and beverage companies in Lagos State, Nigeria.

**Table 4.1: Descriptive Analysis of the Responses on Quality Management in Food and Beverages Companies in Lagos State, Nigeria**

S/N	Items	SA	A	D	SD	$\bar{x}$	Std Dev
1.	In our firm, processes are designed to mistake-proof and error free.	147	186	11	45	3.12	.926
		37.80%	47.80%	2.80%	11.60%		
2.	We make use of wide range of statistical techniques to lessen disparity in process.	90	275	17	7	3.15	0.570
		23.10%	70.70%	4.40%	1.80%		
3.	Evident, sufficient and standardized documentation about work methods and process instructions are being given to employees.	132	231	23	3	3.26	0.600
		33.90%	59.40%	5.90%	0.80%		
4	Quality is everyone's responsibility; it is something that should be reflect in every aspect of an organization	179	180	30	0	3.38	0.626
		46.00%	46.30%	7.70%	0.00%		

**Weighted mean= 3.23; Std. dev =0.68**

**Key: SA = Strongly Agree, A = Agree, D = Disagree, SD = Strongly Disagree**



Table 4.1 examined the prevailing quality management in the selected food and beverage companies in Lagos State, Nigeria. The result reveals that the respondents indicated that some of the prevailing quality management practices include: quality is perceived as everyone's responsibility; it is something that should reflect in every aspect of an organisation ( $\bar{x}\bar{x}=3.38$ ; std dev.=0.626); evident, sufficient and standardized documentation about work methods and process instructions are being given to employees ( $\bar{x}\bar{x}=3.26$ ; std dev.=0.600); while the least quality management practices was that processes are designed to mistake-proof and error free ( $\bar{x}\bar{x}=3.12$ ; std dev.=0.926). On this basis, it can be inferred that some of the prevailing quality management in the selected food and beverage companies in Lagos State, Nigeria include: quality is perceived as everyone's responsibility; it is something that should reflect in every aspect of an organisation; evident, sufficient and standardized documentation about work methods and process instructions are being given to employees; processes are designed to be mistake-proof and error-free, among others.

**Table 4.2: Descriptive Analysis of the Responses on Economic Sustainability of Food and Beverages Companies in Lagos State, Nigeria**

S/N	Items	VO	O	R	VR	$\bar{x}\bar{x}$	Std Dev
1.	TQM practices ensures increase in the profit level of our organization.	105	235	49	0	3.14	0.613
		27.00%	60.40%	12.60%	0.00%		
2.	With TQM, we are presently experiencing increase in the sales of our products.	124	216	49	0	3.19	0.639
		31.90%	55.50%	12.60%	0.00%		
3.	Larger firms survive during economic crisis because of their diversification whereas smaller firms find it difficult to survive and suffer more.	154	190	45	0	3.28	0.659
		39.60%	48.80%	11.60%	0.00%		
4	Exchange rate can determine the economic sustainability of an organization	191	178	20	0	3.44	0.592
		49.10%	45.80%	5.10%	0.00%		

**Weighted mean=3.26; Std. dev=0.63**

**Key:** VO = Very Often, O = Often, R = Rarely, VR = Very Rarely.

Table 4.2 reveals that the respondents indicated that some of the areas where the economic sustainability of the organisation manifest include: exchange rate often plays a significant role ( $\bar{x}\bar{x}=3.44$ ; std dev.=0.592); diversification enables larger firms to survive during economic





crises as against smaller firms ( $\bar{x}\bar{x}=3.28$ ; std dev.=0.659), while the least among them was that profit level of the organisation is increasing ( $\bar{x}\bar{x}=3.14$ ; std dev.=0.613). Thus, it can be inferred that the economic sustainability of the organisation manifested in the following domain: exchange rate often plays a significant role, diversification enables larger firms to survive during economic crises as against smaller firms, profit level of the organisation is increasing, among others.

To be able to determine the economic sustainability of the organisations, a threshold of  $\bar{x} = \frac{4+1}{2}$   $\bar{x} = \frac{4+1}{2} = 2.5$  was applied. Since the overall weighted mean  $\bar{x} = 3.26$  and std dev.=0.63 is higher than the threshold of 2.50, it can therefore be concluded that the economic sustainability of the organisations is high.

### Research Question Two: To what extent does customer focus influence corporate social responsibility?

**Table 4.3: Descriptive Analysis of Responses on Customer focus**

S/N	Items	A	S	R	N	$\bar{x}$	Std Dev
1.	We usually seek customers' opinion to identify their needs and expectations from time to time.	59	150	60	120	2.38	1.077
		15.20%	38.60%	15.40%	30.80%		
2.	Our customers give us feedback on quality and delivery performance.	30	150	59	150	2.15	1.029
		7.70%	38.60%	15.20%	38.60%		
3.	Consumers' complaints are used as inputs to improve our processes	30	150	104	105	2.27	0.945
		7.70%	38.60%	26.70%	27.00%		
4	We follow up to ensure customers' satisfaction on a regular basis.	75	164	60	90	2.58	1.047
		19.30%	42.20%	15.40%	23.10%		

**Weighted mean=2.35; Std. dev=1.02**

**Key:** A = Always, S = Sometimes, R = Rarely, N = Never.

Table 4.3 examines the issue of customer focus in food and beverage companies in Lagos State, Nigeria. The result (Table 4.3) explains that the respondents indicated that some of the areas of customer focus include: following up to ensure customers' satisfaction on a regular basis ( $\bar{x}\bar{x}=2.58$ ; std dev.=1.047); they usually seek customers' opinion to identify their needs and expectations from time to time ( $\bar{x}\bar{x}=2.38$ ; std dev.=1.077), while the least domain of customer focus was that customers give them feedback on quality and delivery performance ( $\bar{x}\bar{x}=2.15$ ; std dev.=1.029). Thus, it can be concluded that some of the domains of customer focus in food and beverages companies in Lagos State, Nigeria include: following up to ensure customers' satisfaction on a regular basis, seeking customers' opinion to identify their needs and



expectations from time to time, getting feedbacks from customers on quality and delivery performance, among others.

**Table 4.4: Descriptive Analysis of the Responses on Corporate Social Responsibility**

Items	A	S	R	N	$\bar{x}$	Std Dev
Which of the following actions does your organization operate?	230 59.10%	123 31.60%	32	4	3.49	0.691
How often does your organization give donations to organizations or individuals having social or physical issues?.	215 55.30%	135 34.70%	34 8.70%	5 1.30%	3.44	0.707
Does your organization sponsorship of sports and cultural events?	315 81.00%	64 16.50%	4 1.00%	6 1.50%	3.77	0.540
Does your organization have partnership projects of social solidarity?	215 55.30%	140 36.00%	29 7.50%	5 1.30%	3.45	0.689
Weighted mean=3.54. Std. dev =0.66						

**Key:** A = Always, S = Sometimes, R = Rarely, N = Never.

Table 4.4 examines the issue of corporate social responsibility in food and beverage companies in Lagos State, Nigeria. The result shows that some of the areas of corporate social responsibility include: employee safety ( $\bar{x}$ =3.49; std dev.=0.691), donations to organizations or individuals ( $\bar{x}$ =3.44; std dev.=0.707); while the least domain of corporate social responsibility was sponsorship of sports and cultural events ( $\bar{x}$ =3.77 std dev.= 0.540). Thus, it can be inferred that some of the domains of corporate social responsibility in food and beverage companies in Lagos State, Nigeria include employee safety, donations to organizations or individuals with social or physical issues, sponsorship of sports and cultural events, etc.

## Research Hypotheses

**4.3.1 H<sub>01</sub>:** Quality management does not have any significant influence on economic sustainability.



**Table 4.5: Summary of Regression Analysis Showing the Influence of Quality Management on Economic Sustainability in the Selected Food and Beverage Companies**

Variable	Unstandardized Coefficients		Standardized Coefficients		Sig.	Remark
	(B)	Std. Error	Beta	T		
<b>Model</b>						
<b>(Constant)</b>	10.673	0.655		16.299	0.000	Sig
<b>Quality Management</b>	0.184	0.050	0.183	3.663	0.000	Sig

Table 4.5 revealed that there is a significant relative influence of quality management on economic sustainability in the selected food and beverage companies in Lagos State, Nigeria expressed as beta weights. This shows that the predictive coefficients of quality management on economic sustainability is significant. Using the standardised regression coefficient to determine the influence of the independent variable on the dependent variable, quality management influences economic sustainability in the selected food and beverage in Lagos State, Nigeria ( $\beta=0.183$ ,  $t=3.663$ ,  $p<0.05$ ). Thus, the null hypothesis stating that quality management does not significantly influence profitability is hereby rejected.

**H0<sub>2</sub>: There is no significant effect between customer focus and corporate social responsibility.**

**Table 4.6: Summary of regression analysis showing customer focus influence corporate social responsibility in the selected food and beverage companies**

Variable	Unstandardized Coefficients		Standardized Coefficients		Sig.	Remark
	(B)	Std. Error	Beta	T		
<b>Model</b>						
<b>(Constant)</b>	13.247	0.340		38.927	0.000	Sig
<b>Customer focus</b>	0.194	0.079	0.169	2.460	0.014	Sig

The result presented in Table 4.6 shows how customer focus significantly influences corporate social sustainability, expressed as a beta weight. This pointed out to the fact that the predictive coefficient of customer focus on corporate social responsibility in the selected food and beverage companies in Lagos State, Nigeria is significant. Using the standardised regression coefficient to determine the influence of the independent variable on the dependent variable, customer focus significantly impacted corporate social responsibility in the selected food and beverage ( $\beta=0.169$ ,  $t=2.460$ ,  $p<0.05$ ). Thus, the null hypothesis which states that customer focus does not have significant effect on corporate social responsibility is hereby rejected.



## DISCUSSION OF FINDINGS

Findings from the result provided some insights into the activities and performance of food and beverage companies in Lagos State, Nigeria.

**The first objective** was to determine the influence of quality management on economic sustainability. The result in Table 4.5 shows that findings confirm the statistical significance of the regression model, with a p-value of 0.000. This implies that quality management has a positive significant influence on economic sustainability in the selected food and beverage companies in Lagos, Nigeria. This is in line with findings from other researches that state that there is a positive relationship between these findings emphasizing the importance of quality management practices in improving economic sustainability. The implementation of effective quality management systems and processes, such as quality control measures, supplier management, and continuous improvement initiatives, can lead to higher product quality, improved customer satisfaction, reduced waste, and better overall operational efficiency (Foster et al., 2007). A study conducted in the manufacturing sector in India found a positive association between quality management practices and profitability (Arumugan et al., 2009). Similarly, another study conducted in the services sector demonstrated that quality management practices positively impacted financial performance (Ahamad et al., 2019). However, it is important to recognize that the magnitude of the effect may vary depending on industry, geographical location, and organizational context. Some studies have reported stronger relationships between quality management and profitability. For example, a study conducted in the manufacturing sector in Australia found a higher R Square value, indicating a greater proportion of profitability variation explained by quality management practices (Endara et al., 2019).

**The second objective** explored the relationship between customer focus and corporate social responsibility. The result in Table 4.6 shows that findings confirm the statistical significance of the regression model, with a p-value of 0.000. This implies that customer focus has a positive significant influence on corporate social responsibility in the selected food and beverage companies in Lagos, Nigeria. The findings of this study are connected to other past academic research studies that have reported positive results on the relationship between customer focus and corporate social responsibility. Bhattacharya and Sen (2004) found that consumers responded positively to corporate social initiatives when they perceived a high level of customer focus by the company. Also, Pelozo and Shang (2011) in their studies found a positive relationship between customer focus and corporate sustainability. They suggested that a focus on customer satisfaction can lead to positive outcomes for stakeholders, including increased customer loyalty and enhanced corporate reputation. In addition, another study explored the relationship between corporate social responsibility and customer satisfaction and found that both small and large firms can benefit from a customer-focused CSR approach (Perrini et al., 2007). In their own research, Luo and Bhattacharya (2006) demonstrated that corporate social responsibility initiatives positively influence customer satisfaction, which in turn enhances market value.



## CONCLUSION AND RECOMMENDATIONS

This study gave valuable information on TQM practices and corporate sustainability. The findings of this study showed that quality management significantly influences economic sustainability. It was also revealed that customer focus significantly impacted corporate social responsibility. In general, the results showed that total quality management practices have significant effects on corporate sustainability. According to these findings, food and beverage companies should pay greater attention to TQM aspects and sustainable culture. The findings highlight the importance of TQM and corporate sustainability in organisations as well as their implementations. This research also establishes a framework that helps in the economic and social sustainability of industries. Findings revealed that quality management and customer focus are high impact practices that must be concentrated on, in order to achieve business excellence. Similarly, conceptual model is also supported by this research. The conceptual framework confirms that total quality management (TQM) practices have a positive relationship with corporate sustainability.

Moreover, TQM practices can assist the business organization in obtaining a competitive advantage that distinguishes them from their competitors and improves their market growth. Besides, food and beverage companies would benefit from increased investment in social and economic oriented goals by putting their sustainability practices into action. More importantly, the findings suggested that organizations that promote TQM approaches throughout the improvement process can obtain a greater degree of corporate sustainability than those who ignore its relevance. This research also reveals that the positive impacts of TQM and corporate sustainability are not restricted to big firms alone; if organizations in other sectors effectively utilize the practices, similar outcomes may be obtained irrespective of their sizes.

This study has some inadequacies; the first one is that the sample size was restricted to 389 participants from the two organizations in the sector in Lagos State. Even though the sample size was enough for assessment, a higher sample size might be beneficial to confirm the generalizability of this study. Secondly, all the respondents in the data sample were from Lagos State, which limits the generalizability of this research to other states in the country. By adding respondents from different sectors or geographical locations to the data collection, the sample will be enriched both quantitatively and qualitatively. Thirdly, the responses were gathered from various departments, which may have vastly different perspectives on the questionnaires. Furthermore, the responses were collected from the employees in the food and beverage companies; this can be extended to some organizations in other industries for future research. Finally, the degree of dimensions of the constructed variables used here could be added to the current measurement model for future study.





## REFERENCES

- Abbas, J. (2020). "Impact of total quality management on corporate sustainability through the mediating effect of knowledge management". *Journal of Cleaner Production*, 244, 118806.
- Abdul-Rashid, S.H., Sakundarini, N., Raja Ghazilla, R.A., & Thurasamy, R. (2017). "The impact of sustainable manufacturing practices on sustainability performance: Empirical evidence from Malaysia". *International Journal of Operations and Production Management*, 37(2), 182–204.
- Adnan M. R. (2018), *The effect of TQM on firm performance: Empirical study in Jordanian private airlines. Modern Applied Science*, 12(9).
- Aghazadeh S., (2019) (cited by A.U Ibrahim), "Implementation of Total Quality Management in the Managed Care Industry", *The Total Quality Management Magazine*, 14(2), 79-91.
- Agus A., (2015) "Total Quality Managements a focus for improving overall service performance and customer satisfaction: an empirical study on a public service sector in Malaysia", *Total Quality Management and Business Excellence*, 15(5), 615-28.
- Ahmad A., Khaled A., Mohammad A.L., Jais A. A, & Ibrahim R., (2019) Budget Hotels' Online Guest Reviews Regarding Customer Satisfaction. *The Journal of Social Sciences Research*, 5(2), 522- 534.
- Ali AlShehail, O., Khan, M., & Ajmal, M. (2021). Total quality management and sustainability in the public service sector: the mediating effect of service innovation. *Benchmarking*, 29(2), 382- 410.
- Al-Shammari, Marwan A., Hussam Al-Shammari, and Soumendra Nath Banerjee. 2022b. CSR discrepancies, firm visibility and performance: A mediated moderation analysis. *Management Decision* 60: 1560–84.
- Al-Shammari, Marwan A., Soumendra Nath Banerjee, and Abdul A. Rasheed. 2021. Corporate social responsibility and firm performance: A theory of dual responsibility. *Management Decision* 60: 1513–40.
- Androwis, N., Sweis, R. J., Tarhini, A., Moarefi, A., & Amiri, M. H. (2018). Total quality management practices and organizational performance in the construction chemicals companies in Jordan. *Benchmarking: An International Journal*, 25(8), 3180–3205.
- Banihashemi, T. A., Fei, J., & Chen, P. S. (2019). Exploring the relationship between reverse logistics and sustainability performance: A literature review. *Modern Supply Chain Research and Applications*, 1(1), 2–27.
- Bhattacharya, C.B., and Sen, S. (2004). Doing Better at Doing Good: When, Why, and How Consumers Respond to Corporate Social Initiatives. *California Management Review*, 47(1), 9-24.
- Berman, M. E. (2015). Performance and productivity in public and nonprofit organizations. Routledge Books.
- Charoenkitthanap, S. (2018). The impact of environmental Accountant's ability on CSR disclosure and profitability of the listed companies in the Stock Exchange of Thailand. *PSAKU Intern. J. Interdis. Res.* 7, 200–209.
- Colantonio, A. (2011). 'Social Sustainability: Exploring the Linkages between Research, Policy and Practice' (C. C. Jaeger, J. D. Tabara and J. Jaeger (Eds.)). *European Research on sustainable Development: Volume 1: Transformative Science Approaches*



- for Sustainability*, pp. 35–57. Available at: [https://doi.org/10.1007/978-3-642-19202-9\\_5](https://doi.org/10.1007/978-3-642-19202-9_5) (accessed 21 February 2020).
- Dahlgaard-Park, S. M., Reyes, L., & Chen, C. K. (2018). The evolution and convergence of total quality management and management theories. *Total Quality Management & Business Excellence*, 29(9–10), 1108–1128.
- De, D., Chowdhury, S., Dey, P. K., & Ghosh, S. K. (2020). Impact of lean and sustainability oriented innovation on sustainability performance of small and medium sized enterprises: A data envelopment analysis-based framework. *International Journal of Production Economics*, 219(1), 416–430. <https://doi.org/10.1016/j.ijpe.2018.07.003>
- Dkhili, H., and Dhiab, L. B. (2019). Corporate social responsibility and financial performance: the case of the Saudi companies. *Intern. J. Advanc. App. Sci.* 6, 85–92. doi: 10.21833/ijaas.2019.09.013
- Dong, Y. H., Guo, Y. Q., and Jing, W. (2018). Corporate social responsibility, internal controls and stock price crash risk: The Chinese stock market. *J. Bus. Ethics* 10:1675. doi: 10.3390/su10051675
- Eccles, R.G., Ioannou, I., & Serafeim, G. (2014). The Impact of Corporate Sustainability on Organizational Processes and Performance. *Management Science*, 60(11), 2835–2857.
- Ehsan J, & Najla S. (2019), “Total Quality Management Practices and Organizational Performance”. *Open Science Journal of Statistics and Application*, 6(1):, 6-12.
- Ezeani N.S, and Ibijola E.Y. (2017): “Prospects and Problems of Total Quality Management on the Productivity and Profitability of Manufacturing Organizations”. *European Journal and Reflections in Management Sciences*. 5(1):, ISSN 2056-5992.
- Ghazi A.S., Bandar A.A., Fathi Y., Metri M., & Mana, I. A.,(2018), Relation between total quality management practices and business excellence: Evidence from private service firms in Jordan. *International Review of Management and Marketing*, 8(1), 28-35.
- Graafland, Johan, and Hugo Smid.( 2019). Decoupling among CSR Policies, Programs, and Impacts: An Empirical Study. *Business & Society* 58: 231–67.
- Goetsch and Davis (2019): The Influence of Total Quality Management toward Organization Performance. *Management Science Letters* 9(9), 137-1406.
- Gomes, C. F., Small, M. H., & Yasin, M. M. (2019). “Towards excellence in managing the public-sector project cycle: A TQM context”. *International Journal of Public Sector Management*, 32(2), 207–228.
- Haubensak, J. (2020). Three key business challenges to increasing sustainability. Retrieved January 17, 2022, from <https://ramboll.com/ingenuity/3-key-challenges-for-business-to-turn-more-sustainable>.
- Haque A. Sarwar A., & Azam F. (2019), “Total quality management practices in the Islamic banking industry: comparison between Bangladesh and Malaysian Islamic bank”. *International Journal of Ethics in Social Sciences*, 2(1).
- Hussain, M., Khan, M., Ajmal, M., & Khan, B. A. (2020). Supply chain quality management and organizational performance. *Benchmarking: An International Journal*, 27(1), 232–249.
- Industrial Development Report. (2018). Driving inclusive and sustainable industrial development. Retrieved February 22, from <https://www.unido.org/resources-publications-flagship-publications-industrialdevelopment-report-series/industrialdevelopment-report-2018>.



- Ishola, O.A & Olusoji, M.O.: “Service Sector Performance, Industry and Growth in Nigeria”. *International Journal of Service Science, Management, Engineering, and Technology*, 11 (1), 2020, 31–45.
- Kaivo-oja, J., Panula-Ontto, J., Vehmas, J. and Luukkanen, J. (2014). ‘Relationships of the dimensions of sustainability as measured by the sustainable society index framework’. *International Journal of Sustainable Development & World Ecology*, 21(1), pp. 39–45. Available at: <https://doi.org/10.1080/13504509.2013.860056> (accessed 3 February 2020).
- Kaynak, H. (2003). The relationship between total quality management practices and their effects on firm performance. *Journal of Operations Management*, 21(4), 405–435. [https://doi.org/10.1016/S0272-6963\(03\)00004-4](https://doi.org/10.1016/S0272-6963(03)00004-4)
- Khalfallah, M., Salem, A. B., Zorgati, H., & Lakhali, L. (2021). Innovation mediating relationship between TQM and performance: Cases of industrial certified companies. *The TQM Journal*, 34(3), 552–575.
- Khan, R. A., Mirza, A., & Khushnood, M. (2020). The role of total quality management practices on operational performance of the service industry. *International Journal for Quality Research*, 14(2), 439–454.
- Khoja, M., Lemon, M., Fisher, J., & Algaddafi, A. (2017). Integrating the Total Quality Management and Sustainability in the Libyan Higher Education System by Evaluating the Policy and Strategy. *International Journal of Learning and Teaching*, 3(2), 160–165.
- Luo, X., and Bhattacharya, C.B. (2006). Corporate Social Responsibility, Customer Satisfaction, and Market Value. *Journal of Marketing*, 70(4), 1-18.
- Maignan, I., and Ferrell, O.C. (2004). Corporate Social Responsibility and Marketing: An Integrative Framework. *Journal of the Academy of Marketing Science*, 32(1), 3-19.
- Matthijs C. T. K.: Factors Influencing the Profitability of Manufacturing Firms listed on the New York Stock Exchange, 11th IBA Bachelor Thesis Conference, (2018), Enschede, The Netherlands. Copyright 2018, University of Twente, The Faculty of Behavioral, Management and Social Sciences
- Norah Dhafer Al-Qahtani, Sabah Sa'ad Alshehri, Dr. Azrilah Abd.Aziz (2015): *The Impact of Total Quality Management on organizational Performance*, *European Journal of Business and Management* 7(36), 119.
- Oduanya I. A., Yinusa O. G. (2018): Ilo B. M.: Determinants of Firm Profitability in Nigeria: Evidence from Dynamic Panel Models, *Journal of Economics and Business*, 68(1), 43-58
- Osoimehin K.O, Ekpudu, J.E. & Agorzie C.J (2016), *Quality management practices and the performance of selected downstream oil firms in Nigeria*. *Fountain University Journal of Management and Social Science*, 5(1), 31-37.
- Partridge, E. (2014). ‘Social Sustainability’, In A. C. Michalos (Ed.), *Encyclopedia of Quality of Life and Well-Being Research*, pp. 6178–6186. Springer Netherlands. Available at: [https://doi.org/10.1007/978-94-007-0753-5\\_2790](https://doi.org/10.1007/978-94-007-0753-5_2790) (accessed 31 January 2020).
- Pelozo, J., and Shang, J. (2011). How Can Corporate Social Responsibility Activities Create Value for Stakeholders? A Systematic Review. *Journal of the Academy of Marketing Science*, 39(1), 117-135.
- Perrini, F., Russo, A., and Tencati, A. (2007). CSR Strategies of SMEs and Large Firms. Evidence from Italy. *Journal of Business Ethics*, 74(3), 285-300.



- Qin, S.; Duan, X.; Fatehallah Al-hourani, A.; Alsaadi, N :Evaluation of Total Quality Management in Turkish Pharmaceutical Companies: A Case Study of Sustainability 2022, 14, 10181. <https://doi.org/10.3390/su141610181>
- Raj, M. D., Homi, K., & Selen, O. (2020). Over 1 billion people live in poverty hotspots. Retrieved January 07, 2022, from <https://www.brookings.edu/blog/future-development/2020/12/02/over-billion-people-live-in-poverty-hotspots>.
- Rai, R.N. (2018). Total Quality Management (TQM) As An Approach Of Management Practices To Achieve Value-Based Sustainability, 8, 75–79.
- Rashid F., & Taibb C.A (2016), “Total quality management (TQM) adoption in Bangladesh ready-made garments (RMG) industry: a conceptual model”. *American Journal of Industrial and Business Management*, 6(11), 1085-1101.
- Sadikoglu and Hilal Olcay (2018) (as cited by Alghamdi), The Effects of Total Quality Management Practices on Performance and the Reasons of and the Barriers to TQM Practices in Turkey. *Journal of Advances in Decision Sciences*, Article I.D. 537605.
- Saeidi, Sayedeh Parastoo, Saudah Sofian, Parvaneh Saeidi, Sayyede Parisa Saeidi, and Seyyed Alireza Saeidi. 2015. How does corporate social responsibility contribute to firm financial performance? The mediating role of competitive advantage, reputation, and customer satisfaction. *Journal of Business Research* 68: 341–50.
- Sarker, M., Moktadir, M., & Santibanez-Gonzalez, E. D. (2021). Social sustainability challenges towards flexible supply chain management: Post-COVID-19 perspective. *Global Journal of Flexible Systems Management*, 22(2), 199–218.
- Scheidler, Sabrina, Laura Marie Edinger-Schons, Jelena Spanjol, and Jan Wieseke. 2019. Scrooge Posing as Mother Teresa: How Hypocritical Social Responsibility Strategies Hurt Employees and Firms. *Journal of Business Ethics* 157: 339–58.
- Shafiq M., Lasrado F, & Hafeez K. (2019), “The effect of TQM on organisational performance: empirical evidence from the textile sector of a developing country using SEM”, *Total Quality Management and Business Excellence*, 30(1/2), 31-52.
- Singh S.B, Dhalla R.S, (2018), Effect of Total Quality Management on Performance of Indian Pharmaceutical Industries, Proceedings of the International Conference on Industrial Engineering and Operations Management. Dhaka, Bangladesh, 2018, 9-10.
- Shi, J. M., and Lee, M. Y. (2020). Corporate social responsibility and dividend policy from stakeholder perspective. *Stud. Finance Econ.* 11, 81–88.
- Talapatra, S., Uddin, M. K., Antony, J., Gupta, S., & Cudney, E. A. (2020). An empirical study to investigate the effects of critical factors on TQM implementation in the garment industry in Bangladesh. *International Journal of Quality & Reliability Management*, 37(9/10), 1209–1232. <https://doi.org/10.1108/IJQRM-06-218-0145>
- Tasleem, M., Khan, N., & Nisar, A. (2019). Impact of technology management on corporate sustainability performance. *International Journal of Quality & Reliability Management*, 36(9), 1574–1599.
- Van de Kerk, G. (2014) ‘Sustainable Society Index. Tool for Measuring Well-Being’. In A. C. Michalos (Ed.), *Encyclopedia of Quality of Life and Well-Being Research*, pp. 6516–6525. Springer Netherlands. Available at: [https://doi.org/10.1007/978-94-007-0753-5\\_3463](https://doi.org/10.1007/978-94-007-0753-5_3463) (accessed 14 February 2020).
- Wang, Heli, Li Tong, Riki Takeuchi, and Gerard George (2016). Corporate Social Responsibility: An Overview and New Research Directions. *The Academy of Management Journal* 59: 534–44.



- 
- Wang, Heli, Ming Jia, Yi Xiang, and Yang Lan. 2022. Social Performance Feedback and Firm Communication Strategy. *Journal of Management* 48: 2382–420.
- World Bank. (2021). Supporting countries' crisis response and recovery. Retrieved January 07, 2022, from [worldbank.org/en/about/annual-report/supporting-countries-crisis response](https://www.worldbank.org/en/about/annual-report/supporting-countries-crisis-response).
- Wynen, J., Verhoest, K., & Demuzere, S. (2016). Quality management in public-sector organizations: Evidence from six EU countries. *International Journal of Public Administration*, 39(2), 122–134.
- Yuni Pambrenia, Ali khatibia, S. M. Ferdous Azama and Jacqueline Thama (2019): The Influence of Total Quality Management toward Organization Performance. A Post Graduate Centre, Management and Science University, University Drive, Off Persiaran Olahraga, Section 13, 40100, Selangor, *Management Science Letters* 9(1), 1397–1406
- Y. Pambreni, A. Khatibi, S. Azam, & J.J. Tham, *The influence of total quality management toward organization performance. Management Science Letters*, 9(9), 2019, 1397-1406.