INTERNATIONAL JOURNAL OF PUBLIC ADMINISTRATION AND DEVELOPMENT STUDIES (IJPADS)

Volume: [2] **| Issue:** [1] **|** Pages: 99-121 **| | Date:** [March, 2025]

Open Access Journal. Accessible online via https://ijpads.com

TOTAL QUALITY MANAGEMENT PRACTICES AND CUSTOMER SATISFACTION: A STUDY OF NIGERIAN BREWERIES

Ikeotuonye Millicent Nkem
Department of Industrial and Labour Relations, Federal College of Fisheries and Marine Technology, Victoria Island, Lagos, Lagos State, Nigeria.
E-mail: Lianmillike@gmail.com

Amoke Chibuike Thaddeus
Department of Public Administration, Federal College of Fisheries and Marine Technology, Victoria Island, Lagos, Lagos State, Nigeria.
E-mail: amokechibuike@gmail.com

Nkomadu Isaac Kinikanwo
Department of Public Administration, Federal College of Fisheries and Marine Technology, Victoria Island, Lagos, Lagos State, Nigeria.
E-mail: Isaackiniks@yahoo.com

Ugonne Vivian Nwosu
Department of Public Administration, Federal College of Fisheries and Marine Technology, Victoria Island, Lagos, Lagos State, Nigeria.
E-mail: ugonne.nwosu@yahoo.com ; vivian.nwosu@fcfmt.edu.ng

Abstract

This study looks into the intricate dynamics between employee training programs, leadership involvement, employee involvement, and customer satisfaction within Nigerian breweries. Through a survey research method, 120 questionnaires were distributed, yielding a return of 100 completed questionnaires. Leveraging the Pearson Product Moment Correlation, the study sought to examine the hypothesized relationships, unveiling notable findings. Firstly, it was discovered that employee training programs significantly impact customer satisfaction, underscoring the pivotal role of structured training initiatives in enhancing service delivery and meeting customer expectations. Secondly, leadership involvement emerged as a key determinant of customer satisfaction, with active engagement from leadership positively influencing organizational culture and customer-centric practices. Additionally, the study

revealed a strong positive correlation between employee involvement and customer satisfaction, highlighting the importance of fostering a collaborative work environment where employees feel valued and empowered to contribute to customer satisfaction initiatives. These findings contribute to a deeper understanding of the factors shaping customer satisfaction in the brewery industry, offering valuable insights for organizational strategies aimed at enhancing customer experiences. Moving forward, recommendations include the enhancement of employee training programs, increased leadership engagement, and the promotion of employee involvement in decision-making processes to foster a customer-centric approach within Nigerian breweries. By implementing these recommendations, breweries can optimize their operations and elevate customer satisfaction levels, ultimately driving business success in the competitive market landscape.

Keywords: Employee Training*;* Leadership Involvement*;* Employee Involvement*;* Customer Satisfaction; Service Delivery

Introduction

Total Quality Management (TQM) is a comprehensive management approach that focuses on continuous improvement of processes and products to meet or exceed customer expectations (Ahire & Ravichandran, 2021). Originating in the manufacturing sector, TQM has since been adopted across various industries worldwide. In the context of Nigerian breweries, where competition is intense and customer preferences play a pivotal role, the implementation of TQM practices becomes crucial. This study aims to investigate the relationship between TQM practices and customer satisfaction within the Nigerian brewing industry.

Nigerian breweries have witnessed significant growth and changes in recent years, driven by a dynamic market environment and increasing consumer demands (AKO, 2017). As the brewing industry strives to maintain and expand its market share, understanding the impact of TQM practices on customer satisfaction becomes imperative. The study will delve into the specific TQM initiatives adopted by Nigerian breweries, such as quality control mechanisms, employee involvement, and continuous improvement processes, to assess their effectiveness in enhancing customer satisfaction.

Customer satisfaction is a key performance indicator for businesses, reflecting the extent to which products and services meet or exceed customer expectations (Anil & Satish, 2019). In the Nigerian brewing industry, where consumers have diverse preferences and loyalty is highly influenced by product quality and brand perception, exploring the link between TQM practices

and customer satisfaction is essential. This study aims to provide valuable insights for both academics and practitioners in the Nigerian brewing sector, offering evidence-based recommendations for improving TQM implementation to positively impact customer satisfaction and ultimately contribute to the industry's overall success.

This research contributes to the existing literature by focusing on the Nigerian breweries Lagos, filling a gap in knowledge regarding the effectiveness of TQM practices in this particular industry. The findings are expected to guide brewery managers in optimizing their TQM strategies and fostering better customer relationships, ultimately leading to sustained competitiveness and business success in the dynamic Nigerian market.

Statement of the Problem

The Nigerian brewing industry operates in a highly competitive market with rapidly evolving consumer preferences. As consumer expectations continue to rise, the need for effective quality management practices becomes paramount (Antunes, 2020). However, there is a notable gap in the existing research regarding the specific relationship between Total Quality Management (TQM) practices and customer satisfaction within the context of Nigerian breweries. Understanding the challenges and opportunities associated with implementing TQM in this industry is crucial for breweries to adapt and thrive in the face of increasing competition.

Despite the growing emphasis on TQM as a strategic tool for enhancing product quality and customer satisfaction, there is a lack of comprehensive studies that specifically address the nuances of TQM implementation in Nigerian breweries. The unique challenges faced by these breweries, including supply chain complexities, regulatory issues, and market dynamics, make it essential to investigate how TQM practices are adapted and executed to meet these challenges head-on (Benavides-Velasco, 2014). This research aims to identify the key problem areas hindering the effective implementation of TQM in Nigerian breweries and assess their impact on customer satisfaction, offering a nuanced understanding of the issues faced by industry players.

Moreover, there is limited empirical evidence on the direct correlation between TQM practices and customer satisfaction in the Nigerian brewing sector. Addressing this gap, the study seeks to uncover the specific TQM initiatives that significantly influence customer satisfaction, providing actionable insights for breweries to tailor their

strategies and improve overall customer experience. The identification and resolution of these problems are imperative for the sustainability and growth of Nigerian breweries, enabling them to stay responsive to consumer needs and preferences in an ever-changing market landscape.

Objectives of the Study

The aim of this study is to assess the impact of Total quality management practices on customer satisfaction: a study of Nigerian breweries. However, the specific objectives are to:

1. To investigate the impact of employee training programs on customer satisfaction.
2. To ascertain if Leadership Involvement enhances customer satisfaction in Nigerian breweries
3. To examine the relationship between employee involvement and customer satisfaction among employees of Nigerian breweries

Research Questions

1. What is the relationship between employee training and customer satisfaction?
2. Does Leadership Involvement enhance customer satisfaction in Nigerian breweries?
3. What is the relationship between employee involvement and customer satisfaction in Nigerian breweries

Research Hypotheses

Ho: There is no significant relationship between employee training and customer satisfaction

Ho: Leadership Involvement does not enhance customer satisfaction in Nigerian breweries

Ho: There is no significant relationship between employee involvement and customer satisfaction in Nigerian breweries

LITERATURE REVIEW

Total Quality Management

In today's developing environment, it is known that according to previous literature reviews, Total Quality could be defined from four (4) perspectives (Reeves &Bender, 2014). First, Total Quality must follow specifications, Second, Total Quality must satisfy the customer (Customer Satisfaction) or meet expectations, Third, Total Quality is associated with exceptional standards, Fourth, Total Quality will help the organization to create and process the value of products and services. However, the relentless process of devoting oneself to continuous improvement to satisfy customers and meet their service needs

could be termed as total quality management (Kanji, Kristensen, & Dahigaard, 2012). According to Tonjang and Thawesaengskulthai (2020),

Total Quality Management is the approach that aims to sustain continuous improvement in an organization or business to propitiate customer satisfaction. Researchers such as Wolkins (2016) have defined total quality management as a fusion of managerial approach or approaches focused on improving an organization. Ahire and Ravichandran (2021), based on customer satisfaction, have defined total quality management practices as an ideology that seeks a process of improvement in management and quality service that will largely lead to customer loyalty and satisfaction. Some authors follow the approach of Ahire and Ravichandran (2021) and have defined total quality management as an ideology characterized by practices, techniques, procedures and principles to satisfy customers (Dean Jr, & Bowen, 1994; Kull & Wacker, 2010; Sila & Walczak, 2017).

Total Quality Management Practices Dimensions

Total quality management practices could provide a framework for product quality to improve satisfaction of customer. In this perspective, this study of the literature has identified and highlighted some components that could be considered to absorb the problems and challenges of the service sector (Garvin, 2014).

Performance

The construction industry is project based and Performance has characterized a process of meeting and performing a function that seeks to satisfy the client and meet their desired needs. Performance and total quality management combine the component of the user-centered quality approach - which involves the ability to satisfy the customer's wishes. This approach is also based on performance with a wide range of interests and needs to meet customer satisfaction. It involves the quality of performing practices in the domain of interests and desires (Garvin, 1204).

Nevertheless, performance and total quality management practices are affected by semantic challenges; this describes total quality management practices associated with quality to meet customer satisfaction. These demurrals support the “consumer theory” of the customer (Lancaster, 2016). The theory is centered on customer wants objectiveness to choose in area they could get total quality from products and service. Though, customers differ in their assessment and their approaches to satisfaction also differ (Ogiemwonyi *et al*.,

2020). Thus, in all features, customers are important in the relationship amid total quality management practices (Ogiemwonyi *et al*., 2020; 2020). Therefore, the performance will form a basis for customer satisfaction in the generality of quality management associated with total quality, which will be reflected in the customer's reaction and responses. Previous studies have argued that total quality management creates synergies with the impact of business performance (Nimeh, Abdallah, & Sweis, 2018). Additionally, some studies have also applied total quality management practices to maximize the production process and eliminate waste to improve quality performance (Flynn, Sakakibara, & Schroeder, 1995; Shokri, Antony, Garza-Reyes, & Upton, 2021). Moreover, there is consideration of the extent to which total quality management practices enhance the potential for organizational performance to improve design for customer satisfaction (Gijo, Bhat, Antony, & Park, 2021). This suggests that total quality management practices are based on customer-focused performance (Gijo *et al*., 2021; Ogiemwonyi *et al*., 2020b). These studies maintained that total quality management practices can reduce costs, improve performance to achieve established customer satisfaction always (Ogiemwonyi *et al*. 2020b).

According to Haffar, Al-Karaghouli, Irani, Djebami, and Gbadamosi (2019), features are the adornment and decoration of total quality management practices to satisfy customer wishes and build loyalty. The performance approach can also be used in this process to continuously improve the quality of service delivery. For example, the reduced price in fashion stores or the airline's free drinks on board. Moreover, to gain competitive advantage and satisfy customers, companies also need to apply just-in-time production and inventory management system to improve their features for efficiency and thereby reduce customer stress. Features such as performance should involve a clear purpose and quantifiable attributes that will influence customer satisfaction (Haffar *et al*., 2019). Such qualities could be measured to improve teamwork to achieve high profitability to improve customer satisfaction and create a climate for continuous approaches, as previous reviews have argued (Garvin, 1984; Haffar *et al*., 2019).

Interestingly, total quality management practices should improve customer satisfaction through improved business productivity. Conversely, the theory of disconfirmation of expectations (Oliver, 2015) submits that the organization

broadens the scope of features of its decision-making and activities beyond policy makers to several other constituencies with interests, for instance than the satisfaction of customers and communities. The ability of the organization to generate lasting features over time is valuable and determined as a component of quality between service delivery and performance preference. Often, total quality management practices appropriate business strategies that can increase customer satisfaction by balancing interest versus expectation. The total quality and excellence models introduce mechanisms to boost continuous improvement through structured and systematic processes that have approaches to meet customer needs and expectations in customer retention (Benavides-Velasco, Quintana-Garcia, & Marchante-Lara, 2014; Gruner &Homburg, 2000; Haffar *et al*., 2019).

In addressing the problems and challenges of total quality management practices, reliability should be considered thoroughly as it is a factor of quality. Reliability considers the likelihood of full quality within a specific time or period. Reliability can be measured as a "mean time to first failure" (Juran, Gryna, & Bingham, 2014). Nevertheless, it is necessary for the products to take some time to know the level of service relevance that is sustainable. Hence, total quality management practices must be reliable to improve quality service that satisfies customer satisfaction. Fragassa,

Pavlovic, and Massimo (2014) combined standard and non-standard total quality strategy tools to improve product reliability; the procedure achieves a stronger correlation between theoretical evaluation and experimental evidence for modern integration in building design and process quality from total quality management practices. The study established that total quality management practices could foster the development of innovative tools in the service sector. Mukhopadhyay (2020) argued that performance and quality monitoring are important topics in total quality management practices that involve reliability, hence perceived quality must be reliable to mollify customer satisfaction. According to Mukhopadhyay (2020), quality must be improved to minimize technical errors in any industry to meet reliability standards.

On the other hand, several studies have shown that total quality management does not always improve the sustainability of an organization (Viada-Stenger, Balbastre-Benavent, & Redondo-Cano, 2010; Sciarelli, Gheith, & Tani, 2020). The lack of reliable

standards and the involvement of top managers in the just-in-time implementation of unreliable techniques that are implemented in the philosophy of total quality management; therefore progressing, the implementation of quality must be reliable to meet practical management certifications (Benavides-Velasco *et al*., 2014).

According to Lee (2011), in total quality management practices, serviceability or functionality measures the quality of the ability to provide good, useful services to customers. Customers consider the elapsed time that products have lasted to demonstrate their satisfaction (Mukhopadhyay, 2020). A product must be repairable to meet the rate at which the product can be used before it fails. For example, a customer satisfaction study measuring service quality in the supermarket indicated that for customer loyalty to a particular vendor, the service received by service personnel must meet customer demand and standards (Ogiemwonyi *et al*., 2020).

These acceptable services are dimensions of total quality management that could absorb problems and challenges that affect customer satisfaction. Although, some studies take a different view of what is considered and measures acceptable service. Unprofessionally delivered service or negligent service is categorized as an issue or challenge that could impact total quality management practices that is reflected in multiple standards of unprofessional behavior leading to dissatisfaction and sometimes displeasure (Lee, 2011).

Aesthetics

The term aesthetics is a component of Garvin's (2014) user-based quality approach which emphasizes quality to satisfy customers' wishes, should be based on the need for desired choice and quality (Wang, Hemandez, & Minor, 2010). Conversely, sometimes a consensus is implicit on the sustainability of the total quality received (Hsiao, Chang, & Tang, 2016). Being a user-based approach to quality, some customers have different weights on quality accessibility by making unbiased judgments by preference. Notwithstanding, these challenges have been ignored by previous studies (Garvin, 2014). Hence, the model of total quality management practices in the demand curve must meet the preference of customer satisfaction to limit the challenges affecting management practices. Attributes of aesthetics that contest customer preference were developed by Garvin (2014) to capture the dimensionality of total quality management practices (Kuehn & Day,

2012). A customer generally evaluates the services and products provided by companies if it is based on the quality of service which can increase customer satisfaction (Wang *et al*., 2010). Perceived quality is a function of magnitude and direction with respect to the comparison of expected or perceived service function (Wang *et al*., 2010). Thus, satisfaction is a function and a component of entity of disconfirmation preference.

Perceived Quality

The word aesthetics is a subjective evaluation of perceived quality due to customers' distributive appetite for quality because customers generally lack first-hand information about product features; now rely on metrics when comparing products (Garvin, 2014). In this process, the quality of the product could be judged based on the purpose of the characters they present in the brand name or image or even in the advertisement, which is more critical and may affect the customer's satisfaction. Perceived quality measures the end result of brand identity, as it is central to what customers buy and will increase customer satisfaction if total quality management practices provide a clear description (Hsiao *et al*., 2016). According to Ogiemwonyi *et al*. (2020; 2020), the perceived quality of customer satisfaction in the service industry is created by the service delivery process (e.g. reliability, friendliness, competence, facilities and courtesy). Also, Zabkar *et al*., (2010), advocate that service quality is the structure of technical quality - which refers to the results of what a client gets. And functional quality - refers to the process by which customers get what they intend to get. The outcome of what a client aims to achieve from total quality management is to some extent functional in nature. The importance of total quality management practices in the service industry is perceived by customers based on the relationship between perceived qualities.

Problems associated with Total Quality Management Practices

The previous section reviews some previous dimensions on total quality management practices in the service industry, i.e. business or enterprise. However, the problems and challenges of total quality management persist and the philosophy of total quality management practices on customer satisfaction is a fundamental framework for competitive progress (Ezenyilimba, Ezejiofor, & Afodigbueokwu, 2019; Mushtaq, Peng, & Lin, 2011). The problems and challenges associated with the impact of total quality management practices on customer satisfaction negatively impact the service industry for

business success. Hitherto, the importance of total quality management practices on customer satisfaction could help create a competitive advantage for the company.

Ezenyilimba *et al*. (2019) maintained that total quality management practices influence customer satisfaction and it is the primary goal of any contemporary business and enterprise seeking to retain consumers. The challenges of total quality management practices on customer satisfaction in the business organization have been a recurring issue for scholars to investigate. In succession, existing studies have provided many insights into the approaches in which these links have been applied and the gap still exists. First, on the existing gaps, most of the literature review and empirical research studies had partly focused only on the manufacturing industry to examine and investigate the practices of total quality management on customer satisfaction without looking into another sector of the economy (Kumar, Singh, & Jain, 2020; Jitpaiboon & Rao, 2007; Sindhwani & Malhotra, 2018).

Moreover, there is a sufficient need for further study in a different area of the service sector, for example, the hospitality industry and many other sectors that contribute to the development of the economy (Ogiemwonyi *et al.*, 2020a; 2020b; Ang, Lee, Tan, & Chong, 2011; Juneja, Ahmad, & Kumar, 2011). Another question regarding the antecedents of total quality management practices on customer satisfaction in commercial or service organizations in developing countries requires further investigation to unravel the challenges that impact these relationships in the respective area of research. Third, some pre-existing studies relating total quality management practices and customer satisfaction lead to contradictory results and results in Kim, Kumar, and Kumar (2012), shows no impact (Pekovic & Galia, 2009); While some have shown significant results (Sarkees & Hulland, 2009). Hence, the argument on the impact of total quality management practices on customer satisfaction should not be overlooked as customers are the driving force behind any business for innovative purposes. Another issue to consider is that the conclusions and findings do not specify which total quality management practices lead to the achievement of both quality and customer satisfaction in the service sector or in the economy. Though different reviews have used different models or structures of total quality management practices to examine the impact of customer satisfaction, most of these models were developed simply for business operation. For instance, Bon and

Mustafa (2013) examine the impact of total quality management on innovation in a service organization with a review of the new conceptual framework. Other examples are the study by Li, Zhao, Chen, and Cao (2018) which examined the impact of total quality management practices on green innovation, focusing on stakeholders to embed green management in their business in order to create customer needs and satisfaction. Finally, previous studies on the impact of total quality management practices on customer satisfaction have failed to identify customer orientation as the main dominant factor of total quality management practices in association with customer satisfaction. Therefore, research on the level of customer satisfaction as a performance indicator of total quality management practices should be sought in the service industry (Anil & Satish, 2019).

Theoretical Framework

Expectation Disconfirmation Theory

Expectation Disconfirmation Theory (EDT) explores how individuals evaluate and respond to discrepancies between their expectations and actual experiences (Ogiemwonyi, 2020). According to this theory, when individuals form expectations about a product, service, or experience, they develop a certain level of anticipation regarding its performance or outcome. The theory suggests that satisfaction or dissatisfaction occurs based on the comparison between these expectations and the perceived reality (Othman, 2020).

In the context of "Total Quality Management Practices and Customer Satisfaction," EDT is highly relevant. Nigerian breweries, like any other businesses, operate in a market where customer satisfaction is paramount. Customers often form expectations regarding the quality of the brewed products, customer service, and overall experience (Ogiemwonyi, 2020). EDT posits that if these expectations are met or exceeded, customers are likely to be satisfied; however, if there is a disconfirmation—meaning the actual experience falls short of expectations—customers may experience dissatisfaction.

Understanding EDT is crucial for the study as it provides a framework to assess the impact of Total Quality Management (TQM) practices on customer satisfaction. Effective TQM practices are expected to positively influence customer expectations by ensuring consistent and high-quality products (Sadikoglu & Olcay, 2014). The disconfirmation of these expectations, either positively or negatively, directly influences customer satisfaction levels. Therefore, the

study can use EDT as a lens to analyze customer perceptions and the role TQM plays in shaping these perceptions.

Moreover, EDT aligns with the study's focus on customer-centric strategies within the Nigerian brewing industry. Investigating how TQM practices either confirm or disconfirm customer expectations, the research can provide actionable insights for breweries to optimize their quality management strategies. Additionally, understanding the nuances of expectation disconfirmation can guide breweries in refining their communication strategies, setting realistic customer expectations, and ultimately fostering a positive customer experience.

Customer Satisfaction in Quality Management

In studies marketing, customer satisfaction measures the products or services offered by a store or company to meet customer expectations (AK, 2017). For companies, customer satisfaction could be classified as powerful. Customer satisfaction is becoming more and more remarkable topic in many organizations, companies and academic research. A key logic behind this interest is that from an organizational perspective, it is assumed that customer satisfaction is associated with successful quality management practices. Although previous studies have linked the relationship between customer satisfaction and quality management practices (Soderlund, 1998). Regarding the research question and goal, this concept paper states that practices of overall quality management and customer satisfaction are under two conditions, namely “low satisfaction or high satisfaction”, and the conceptualization is variously part of customer satisfaction (Soderlund, 1998). Both low and high satisfactions are based on different assumptions, and it is possible that customer satisfaction is bipolar in its construction based on the assumption of previous studies (Hausknecht, 1990). In the bipolar view, the antecedents of customer satisfaction could be different with a different component at multiple levels. For example, a company engaged in quality control and management might increase customer retention by actively aiming to increase customer satisfaction levels (Ogiemwonyi *et al*., 2020). This could be a strategy to combine customer satisfaction and overall quality management in the service industry (Ogiemwonyi *et al*., 2020).

Therefore, the quest to increase customer satisfaction must start from comprehensive quality management practices and could be efficient in attracting loyal customers (Ogiemwonyi *et al*., 2020a). For example,

the positive association between a loyal customer and customer satisfaction might be stronger for happier customers who received good quality from the company, but weaker when they received poor quality and may be dissatisfied with overall quality management practices. For a customer to be satisfied, the effect of total quality management practices in addressing customers must be more efficient and satisfying (Soderlund, 1998).

Methodology

Research design helps the researcher develop a mental image of the structure for gathering the data and the analysis that will follow as observed by Babbie (2008). This study made use of survey research design. The population for this study comprise the entire members of staff of Flour mill Nigeria plc, which according to Nigerian Breweries Annual Reports (2021) stands at three thousand, four hundred and forty staff (3440), Lagos branch. Out of which, 137 staff from Lagos branch was used for the study.

Table 1

Category	Population of staff in each dept	% of the population
Senior Manager	21	15.33
Manager	15	10.95
Operations	50	36.49
Production/lab	26	18.98
Trainee	25	18.25
Total	137	100

Table 1 above shows the total number of selected employees from Nigerian Breweries in Lagos branch which is categorized into five levels. Senior manager is made up of 21 staff, manger 15, operations department 50, production/lab 26 and finally trainee 25 staff.

The sample size for this study was 120 staffs that were randomly selected from all the departments and distributed proportionately and was arrived at by using the Yaro Yamani's method of determining sample size.

N

$$n = \frac{}{1+N\,(e)^2}$$

Where, N = Population = 137

n = Sample Size, e = Significance Level = 0.05

$$n = \frac{137}{1+137\,(0.05)^2}$$

$$n = \frac{137}{1+0.1325}$$

$$n = \frac{137}{1.1325}$$

n = 120.97

The data collection instrument adopted for the study was structured questionnaire. The Descriptive table and simple percentages was used to present and analyze data according to the research questions. And the stated hypotheses were tested using Pearson Product Moment Correlation (r) techniques, through Statistical Package for Social Science (SPSS) version 20.0 to determine the type and degree of relationship between the concerned variables.

Data Presentation and Analysis

Test of Research Hypotheses

Hypothesis 1: *There is no significant relationship between employee training and customer satisfaction*

Table 4: Pearson Product Moment Correlation between employee training and customer satisfaction

	1	**2**	M	**SD**	**Pv**
1 **Employee Training**	1	0.85**	30.84	6.78	0.001

2 **Customer Satisfaction**	0.85**	1	30.06	6.60	

*Significant at **p < 0.001*

Decision rule: If the probability value is less than 0.05% level of significance, the null hypothesis is rejected and alternate hypothesis is accepted. However, if the p-value is greater than 0.0.5% level of significance, the null hypothesis is accepted.

Decision: Since the p-value is lesser than 0.05% level of significance (0.000 < 0.05), the null hypothesis is rejected and the alternate hypothesis accepted.

In addition, the correlationship between employee training and customer satisfaction is positive and significant (r= 0.85**).
Conclusion: It could be concluded that there is a positive relationship between employee training and customer satisfaction**.**

Hypothesis 2: ***Leadership Involvement does not enhance*** *customer satisfaction* ***in*** *Nigerian breweries*

Table 2: Pearson Product Moment Correlation between leadership involvement and customer satisfaction.

	1	**2**	M	**SD**	**Pv**
1 **leadership involvement**	1	0.62**	23.93	6.91	0.001
2 **Customer satisfaction**	0.62**	1	30.06	6.60	

*Significant at **p < 0.001*

Decision rule: If the probability value is less than 0.05% level of significance, the null hypothesis is rejected and alternate hypothesis is accepted. However, if the p-value is greater than 0.0.5% level of significance, the null hypothesis is accepted.

Decision: Since the p-value is lesser than 0.05% level of significance (0.000 < 0.05), the null hypothesis is rejected and the alternate hypothesis accepted.

In addition, the correlationship between leadership involvement and customer satisfaction is positive and significant (r = 0.62**).

Conclusion: It could be concluded that there is a positive relationship between leadership involvement and customer satisfaction**.**

Hypothesis 3: *There is no significant relationship between* ***employee involvement and customer satisfaction in*** *Nigerian breweries*

Table 4: Pearson Product Moment Correlation between employee involvement and customer satisfaction in Nigerian breweries

	1	**2**	M	**SD**	**Pv**
1 **Employee Involvement**	1	0.78**	29.04	6.78	
					0.001
2 **Customer Satisfaction**	0.78**	1	30.06	6.60	

*Significant at **p < 0.001*

Decision rule: If the probability value is less than 0.05% level of significance, the null hypothesis is rejected and alternate hypothesis is accepted. However, if the p-value is greater than 0.0.5% level of significance, the null hypothesis is accepted.

Decision: Since the p-value is lesser than 0.05% level of significance (0.000 < 0.05), the null hypothesis is rejected and the alternate hypothesis accepted.

In addition, the correlationship between employee involvement and customer satisfaction in Nigerian breweries is positive and significant (r= 0.78**).
Conclusion: It could be concluded that there is a positive relationship between employee involvement and customer satisfaction in Nigerian breweries**.**

Findings

The study examined the relationships between employee training, leadership involvement, employee involvement, and customer satisfaction within Nigerian Breweries. The findings revealed significant positive correlations between these factors and customer satisfaction. Firstly, the correlationship between employee training and customer satisfaction was found to be highly positive and significant (r= 0.85**). This suggests that investing in employee training programs positively impacts customer satisfaction levels. Training equips employees with the necessary skills and knowledge to meet customer needs effectively, resulting in higher satisfaction levels (Smith et al., 2020).

Secondly, the study found a positive and significant correlation between leadership involvement and customer satisfaction (r = 0.62**). This implies that when leadership actively engages in decision-making processes and demonstrates commitment to customer satisfaction, it fosters a customer-centric culture within the organization (Jones & Jim, 2019). Leaders set the tone for the entire organization, and their involvement signals to employees the importance of prioritizing customer needs and preferences.

Lastly, the correlationship between employee involvement and customer satisfaction in Nigerian Breweries was also found to be positive and significant (r= 0.78**). This indicates that when employees feel involved in decision-making processes and work tasks that directly impact customer satisfaction, they are more committed to delivering excellent service (Gupta et al., 2018). Employee involvement fosters a sense of ownership and accountability, leading to increased efforts to meet and exceed customer expectations.

These findings underscore the importance of investing in employee training, promoting leadership involvement, and fostering a culture of employee involvement to enhance customer satisfaction within Nigerian Breweries. By recognizing the significant positive correlations between these factors and customer satisfaction, organizations can develop strategic initiatives to cultivate a customer-centric approach and improve overall business performance.

Conclusion

The study's primary objective was to explore the impact of employee training programs on customer satisfaction within Nigerian Breweries. The findings indicated a highly significant positive correlation between employee training and customer satisfaction, suggesting that well-designed training programs are crucial for enhancing the skills and capabilities of employees. This improved competence directly translates into better service delivery and higher customer satisfaction levels. Therefore, it is imperative for organizations to continually invest in comprehensive training programs that equip employees with the necessary tools to meet and exceed customer expectations.

The second objective was to determine whether leadership involvement enhances customer satisfaction. The results demonstrated a significant positive correlation between leadership involvement and customer satisfaction. This underscores the critical role that leaders play in shaping a customer-focused culture within the

organization. Active engagement from leadership in day-to-day operations and a clear commitment to customer satisfaction signal to employees the importance of prioritizing customer needs. Effective leadership not only provides direction and support but also inspires employees to align their efforts with the organization's customer-centric goals.

The third objective examined the relationship between employee involvement and customer satisfaction. The findings revealed a strong positive correlation, indicating that involving employees in decision-making processes and tasks related to customer service significantly boosts their commitment and accountability. When employees feel valued and part of the decision-making process, their motivation to deliver excellent service increases, leading to higher customer satisfaction. This highlights the importance of fostering a collaborative work environment where employees' insights and contributions are recognized and utilized in shaping service delivery practices.

The study highlights the integral roles of employee training, leadership involvement, and employee engagement in enhancing customer satisfaction. Organizations, particularly in the brewery industry, should prioritize these areas to cultivate a customer-centric approach. By investing in employee development, ensuring active leadership participation, and promoting employee involvement, companies can significantly improve their service quality and achieve higher levels of customer satisfaction. These strategic initiatives are essential for maintaining a competitive edge and fostering long-term customer loyalty.

Recommendations

1. Based on the significant positive correlation between employee training and customer satisfaction, it is recommended that Nigerian Breweries invest in enhancing their training programs. These programs should be tailored to address specific customer service skills, product knowledge, and problem-solving abilities.
2. To capitalize on the positive impact of leadership involvement on customer satisfaction, it is essential for leaders within Nigerian Breweries to maintain active participation in daily operations. Leaders should demonstrate a visible commitment to customer satisfaction by regularly interacting with customers and frontline employees.
3. Given the strong correlation between employee involvement and customer

satisfaction, Nigerian Breweries should foster a culture that promotes employee involvement in decision-making processes. This can be achieved by implementing structured mechanisms such as employee feedback systems, suggestion boxes, and regular team meetings where employees can share their insights and ideas.

4. Nigerian Breweries should develop and implement policies that prioritize customer satisfaction across all levels of the organization. This includes setting clear customer service standards and expectations, as well as monitoring and evaluating performance against these standards.
5. To ensure that both employees and leaders are equipped to enhance customer satisfaction, Nigerian Breweries should develop integrated development programs that combine training for employees and leadership development.
6.

References

Ahire, S. L., & Ravichandran, T. (2021). An innovation diffusion model of TQM implementation. *IEEE Transactions on Engineering Management, 48*(4), 445-464.

AKO, F. R. (2017). Impact of total quality management on customer satisfaction. *International Journal of Management and Commerce Innovations, 4*(2), 702-709.

Alotaibi, G. B. G., Yusoff, R. Z., Mokhtar, S. S. M., & Taib, C. A. (2020). Total quality management: Perspective of Saudi healthcare organizations. *Journal of Business Management and Accounting, 9*(1), 89-93.

Ang, Y. S., Lee, V. H., Tan, B. I., & Chong, A. Y. L. (2011). The impact of TQM practices on learning organisation and customer orientation: A survey of small service organisations in Malaysia. *International Journal of Services, Economics and Management, 3*(1), 62-77.

Anil, A. P., & Satish, K. P. (2019). Enhancing customer satisfaction through total quality management practices–an empirical examination. *Total Quality Management & Business Excellence, 30*(13-14), 1528-1548.

Antunes, M. G., Mucharreira, P. R., T Justino, M. R., & Texeira Quirós, J. (2020). Total quality management and quality certification on services corporations. *International Journal for Quality Research, 14*(3).

Benavides-Velasco, C. A., Quintana-García, C., & Marchante-Lara, M. (2014). Total quality management, corporate social responsibility and performance in the hotel industry. *International Journal of Hospitality Management, 41*, 77-87.

Bhattacherjee, A., & Premkumar, G. (2014). Understanding changes in belief and attitude toward information technology usage: A theoretical model and longitudinal test. *MIS Quarterly, 38*(2), 229-254.

Bon, A. T., & Mustafa, E. M. (2013). Impact of total quality management on innovation in service organizations: Literature review and new conceptual framework. *Procedia Engineering, 53*, 516-529.

Chen, C. F., & Tsai, D. (2017). How destination image and evaluative factors affect behavioural intentions. *Tourism Management, 28*(4), 1115-1122.

Cronin Jr, J. J., Brady, M. K., & Hult, G. T. M. (2020). Assessing the effects of quality, value, and customer satisfaction on consumer behavioural intentions in service

environments. *Journal of Retailing, 76*(2), 193-212.

Evans, J. R., & Lindsay, W. M. (2018). *Managing for Quality and Performance Excellence* (7th ed.). Mason: Thomson South-Western.

Ezenyilimba, E. P., Ezejiofor, R. A., & Afodigbueokwu, H. E. (2019). Effect of total quality management on organizational performance of deposit money banks in Nigeria.

Fragassa, C., Pavlovic, A., & Massimo, S. (2014). Using a total quality strategy in a new practical approach for improving the product reliability in the automotive industry. *International Journal for Quality Research, 8*(3).

Gijo, E. V., Bhat, S., Antony, J., & Park, S. H. (2021). Ten commandments for successful implementation of Design for Six Sigma. *The TQM Journal.*https://doi.org/10.1108/TQM-01-2021-0014

Gruner, K. E., & Homburg, C. (2020). Does customer interaction enhance new product success? *Journal of Business Research, 49*(1), 1-14.

Haffar, M., Al-Karaghouli, W., Irani, Z., Djebarni, R., & Gbadamosi, G. (2019). The influence of individual readiness for change dimensions on quality management implementation in Algerian manufacturing organisations. *International Journal of Production Economics, 207*, 247-260.

Hsiao, C. H., Chang, J. J., & Tang, K. Y. (2016). Exploring the influential factors in continuance usage of mobile social apps: Satisfaction, habit, and customer value perspectives. *Telematics and Informatics, 33*(2), 342-355.

Juneja, D., Ahmad, S., & Kumar, S. (2011). The adaptability of total quality management to the service sector. *International Journal of Computer Science & Management Studies, 11*(2), 93-98.

Jimoh, R., Oyewobi, L., Isa, R., & Waziri, I. (2019). Total quality management practices and organizational performance: The mediating roles of strategies for continuous improvement. *International Journal of Construction Management, 19*(2), 162-177.

Jitpaiboon, T., & Rao, S. S. (2017). A meta-analysis of quality measures in the manufacturing system. *International Journal of Quality & Reliability Management, 24*(1), 78-102.

Kim, D. Y., Kumar, V., & Kumar, U. (2012). Relationship between quality management practices and innovation. *Journal of Operations Management, 30*(4), 295-315.

Kumar, R., Singh, K., & Jain, S. K. (2020). A combined AHP and TOPSIS approach for prioritizing the attributes for successful implementation of agile manufacturing. *International Journal of Productivity and Performance Management.* https://doi.org/10.1108/IJPPM-05-2019-0221

Kull, T. J., & Wacker, J. G. (2010). Quality management effectiveness in Asia: The influence of culture. *Journal of Operations Management, 28*(3), 223-239.

Lee, S. (2011). Evaluating serviceability of healthcare services capes: Service design perspective. *International Journal of Design, 5*(2). https://doi/10.1.1.444.828

Li, D., Zhao, Y., Zhang, L., Chen, X., & Cao, C. (2018). Impact of quality management on green innovation. *Journal of Cleaner Production, 170*, 462-470.

Mukhopadhyay, M. (2020). *Total quality management in education*. SAGE Publications Pvt. Limited.

Mushtaq, N., Peng, W. W., & Lin, S. K. (2011). Exploring the lost link between TQM, innovation and organization financial performance through non-financial measures. In *International Conference on Innovation, Management and Service*, 14.

Mustafa, E. M. A. (2015). Impact of total quality management practices on innovation in service organizations (Doctoral dissertation). University Tun Hussein Onn Malaysia.

Nair, A. (2016). A meta-analysis of the relationship between quality management practices and firm performance—implications for quality management theory development. *Journal of Operations Management, 24*(6), 948-975.

Nimeh, H. A., Abdallah, A. B., & Sweis, R. (2018). Lean supply chain management practices and performance: Empirical evidence from manufacturing companies. *International Journal of Supply Chain Management, 7*(1), 1-15.

Nunkoo, R., Teeroovengadum, V., Ringle, C. M., & Sunnassee, V. (2020). Service quality and customer satisfaction: The moderating effects of hotel star rating. *International Journal of Hospitality Management, 91*, 102414. https://doi.org/10.1016/j.ijhm.2019.102414

Ogiemwonyi, O., Harun, A., Rahman, A., Hamawandy, N. M., Alam, M. N., & Jalal, F. B. (2020). Examining the impact of service quality dimensions on customer loyalty towards hypermarket retailing: A case study of Malaysia. *International Journal*

of Psychosocial Rehabilitation, 24(04).

Ogiemwonyi, O., Harun, A., Rahman, A., Alam, M. N., & Hamawandy, N. M. (2020). The relationship between service quality dimensions and customer satisfaction towards hypermarket in Malaysia. *International Journal of Psychosocial Rehabilitation, 24*(05).

Othman, B. J., Hamawandy, N. M., Aziz, H. T., Ali, R. M., Khoshnaw, R. T., Majid, A. A., & Ogiemwonyi, O. (2020). Interpret and apply economic analysis to the role of international business organizations and their activities: A case study of Adelia. *Solid State Technology, 63*(5), 4525-4533.

Pekovic, S., & Galia, F. (2019). From quality to innovation: Evidence from two French employer surveys. *Technovation, 29*(12), 829-842.

Sadikoglu, E., & Olcay, H. (2014). The effects of total quality management practices on performance and the reasons for and the barriers to TQM practices in Turkey. *Advances in Decision Sciences*. http://dx.doi.org/10.1155/2014/537605

Sadikoglu, E., & Zehir, C. (2010). The effects of total quality management practices on performance and the reasons for and the barriers to TQM practices in Turkey. *International Journal of Production Economics, 127*(2), 253-267.

Santos, F., & Neves, P. (2021). Knowledge management and innovation: The role of TQM practices in manufacturing firms. *Procedia CIRP, 41*, 467-472.

Sweeney, J. C., & Soutar, G. N. (2020). Consumer perceived value: The development of a multiple item scale. *Journal of Retailing, 76*(2), 139-157.

Talukdar, K. (2019). Influence of total quality management practices on organizational performance: A study of selected manufacturing and service industries in India. *International Journal of Productivity and Performance Management.*

Talukdar, K., & Ray, P. (2020). An empirical study on the adoption of total quality management practices in the Indian retail industry. *The TQM Journal.*