RELATIONSHIP BETWEEN TOTAL QUALITY MANAGEMENT AND ORGANIZATIONAL PERFORMANCE: EMPIRICAL EVIDENCE FROM SELECTED AIRLINES IN NIGERIA AVIATION INDUSTRY

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Abstract

Total Quality Management (TQM) is perceived to be a very important factor for an organization's long-term success and its implementation is an important aspect of increasing operational efficiency. Previous studies of the relationship between TQM and organizational performance (OP) showed inconsistent and contradictory findings. The purpose of this study is to investigate the relationship between TQM and OP: Empirical Evidence from Selected Airlines in Nigeria Aviation Industry. In this study, descriptive research design was utilized and stratified and simple random sampling methods have been used. A close-ended questionnaire was used as the information collection tool on a 5-Likert scale, descriptive statistics were used to analyze the profile of the study participants while Pearson's Correlation was the statistical technique used to evaluate the research hypotheses through the Statistical Package for Social Science (SPSS) version 21. The results indicate that Customer Satisfaction (CS) and Employee satisfaction (ES) that serve as the dimensions of TQM have a favourable connection with OP. Therefore, to make use of these outcomes, it merely implies that organizations need to pay more attention to achieving TQM in terms of products or services by efficiently fulfilling their customers and staff needs, as they serve as criteria for OP which ultimately leads to organizational diversification.

Keywords: Customer satisfaction, Employee satisfaction, Total Quality Management, Organizational Performance

INTRODUCTION

TQM is a company management approach aimed at continuously improving process/service/product quality by concentrating on customer and employee requirements and aspirations to enhance CS and OP (Sadikoglu & Olcay, 2014). TQM is the enhancement and development of all company tasks and procedures to satisfy the need of customers and staff, and organizational processes should be continuously enhanced in order to attain the objective, leading to high-quality services and products. TQM's main objectives are to improve the process, discourage failures, evaluate the capacity of the system and track behavioural modifications (Mohammed, Hasan, Alhabashi, Alharthi & Alharthi, 2014). The economic environment has undergone enormous changes and improvements in quality; it has become one of the primary methods in any organization to achieve a competitive organizational advantage. Moreover, as the global labour market continues to evolve, organizations need to improve the quality of their services and products to survive among their rivals. Several TQM techniques have been implemented to improve OP and improve CS. TQM is based on the approach that all staff of the organization should work with each other to produce high-quality products and services to meet customer demands and manufacturing process control is one approach that can be enforced to minimize losses (Al-Qahtani, Alshehri & Aziz, 2015).

The TQM offers a livelihood for constant improvement of outcomes at any point and activity with the creation of an appropriate standard of adjustment based on team spirit, trust, and collective consideration. In research, the TQM is a continuous cycle and ongoing activity which involves organizational flexibility and functions. In other words, the TQM is indeed a way of managing an organization based on the efficiency and involvement of all the organization's staff, and its goal is to achieve long-term success through CS and ES (Ghadiri et al., 2013). Ghadiri et al., (2013) Proposed that the organization should seek to strike the right balance on performance and research issues and take them into account in the organization's macro strategies. They claimed that the existence of the quality specification is a crucial requirement to reinforce organizational resources in order to achieve higher rates of productivity and efficiency with the existence of creative equipment linked to creativity and potential capacity and the growth of staff skills and the organization's capacity to use distinct resources. They discovered that the combination of these two categories of innovation quality have immeasurable effects on improving competitiveness and can underpin the sustainability of the organization's future outcomes (Ghadiri et al., 2013). Today's business setting's intense competition has made many organizations to shift their business concentration from a manufacturing-oriented approach to a market-oriented approach which gives top priority to CS. At the same time, many firms react to rivalry by embracing the concepts of quality improvement and TQM, the concepts argue that firms want to link organizational visions, duties and operating values to meet the need customers and firms exploit quality as a means to end. This quality control approach stresses on the organizational capacity with the involvement of all staff of the organization to continuously satisfy customer demands. Application of quality control should be consistent with marketing management policy where someone will be assigned some responsibilities which include the generation of organizational market intelligence in relation to current and future customer demands, department-wide distribution of intelligence and organizational sensitivity for implementation. A total quality culture (TQC) is a flexible organization culture that emphasizes on continued excellence and quality improvement within a work environment (Gunasekaram et al., 1998).

The TQM theory of Deming is based on 14 leadership points, the deep knowledge system, and the Shewart Cycle (Plan-Do-Check-Act) (Bowen, 2013). Quality is like the outcome of the overall cost work effort. If a company is to focus on expenditure, the problem is that although the quality is deteriorating, costs are rising. Deming's propounded that knowledge scheme includes: system recognition – a comprehension of how the
processes and structures of the company function; knowledge of variation – a comprehension of the variation that occurs and the causes of variation; knowledge theory – comprehension of what knowledge and psychological knowledge – can be known as understanding human behaviour. Then quality can be broached as a topic of being aware of the different types of data linked with an organization. The use of knowledge to alter processes involves quality.

The 14 points of Deming's complete quality management theory are: constant purpose creation; adopting a new approach; preventing mass monitoring dependencies; not granting price-based company; continuing manufacturing and service enhancement; offering cutting-edge work training; applying state-of-the-art management techniques; abolishing company fears; reinterpretation of departmental obstacles; elimination of quantitative job objectives; eradication of quotas and norms; encouragement of pride in craftsmanship; maintaining that everybody is educated and trained; and maintaining that perhaps the top management framework promotes the past 14 points (Rafael 1991; Cornesky 1991). However, for what has become recognized as the “Quality Trilogy,” Joseph Juran theory is accountable. The trilogy of quality consists of quality planning, quality improvement and quality control. To be successful in a quality enhancement project, all quality enhancement actions must be carefully planned and controlled. Juran believed that ten steps had been taken to improve quality. Juran thought that to enhance quality, ten steps had already been taken. These steps are: understanding of possibilities and needs for enhancement must be generated, objectives must be set for improvement, an organization is required to accomplish objectives, training must be given, initialization of projects, monitoring progress, appreciation of the performance, reporting on outcomes and tracking of changes (Juran, 2009).

Despite numerous researches on TQM and its connection to performance, TQM is still regarded as different doctrine and its principles and instruments remain unfamiliar to organizational executives and employees. There is still inadequate theoretical research on TQM to provide a thorough knowledge of the concept of TQM (Ghadiri et al., 2013). Instantly, various strategic considerations, such as globalization, enhance the stake in quality of developing nations so that TQM can be economically beneficial to these developing nations. In addition, clients in different countries have been more demanding than ever with high-quality services and products. All these factors offer rise to a new wave of interest in quality in different business organisations around the world (Baidoun & Zairi, 2003). However, business organizations initially focused on reducing product and service errors and delays through the use of assessment and other problem-solving tools, the organizations began to recognize that sustained enhancement could not be achieved without considerable attention to the quality of daily management processes. Managers have started to realize that the techniques they use to produce products or services should be on the basis of quality to achieve CS and OP (Evans & Lindsay 2008). In other words, they acknowledge that managing quality is important, when taking into account incentives for important organizational change, the problem of the connection between efficient TQM implementation and financial outcomes is essential. The main modification incentive is to assess whether it is an improved management mechanism or an improved CS. In order to respond to changes in the competitive landscape that links them, most organizations implement TQM, e.g. as a result of a need to grow or as an attitude to sustainability (Talib, Qureshi & Rahman, 2012). However, there is more than one airline in the aviation sector that tries to woo customers for patronage. The interest (price) level can be a crucial patronage element, but the quality of the service is another element. Quality is always the main issue, and poor quality service can lead to goodwill erosion, which can be very expensive for any airline (Islam & Haque, 2012). Airlines witnessed the rigid challenge of competition that forced the airline to introduce TQM. Therefore, this study aimed at determining the relationship between TQM's dimensions (CS and ES) and OP: empirical evidence from selected airlines in Nigeria aviation industry.
LITERATURE REVIEW

Organizational Performance
OP is essential to the organization's leadership, performance is the results document that involves the connection between what organizations do in terms of quality management procedures and the outcomes they accomplish in various kinds of outcomes (NIST, 2010). Organizations continuously seek expansion, innovation, and a super-competitive atmosphere to enhance product and service quality (Wheelen & Hunger, 2010). One of the most urgent requirements should be to increase efficiency and innovation in any organization (Zeng et al., 2010). OP refers to how an organization achieves its market-oriented targets as well as its financial targets (Li et al., 2006). The organization's achievement is often not presented in detail by academics. The conventional performance measurement approach is unreliable using financial performance alone. Several previous studies assessed organizational effectiveness using both financial and market demands, including return on investment (ROI), sales profit margin, market share, ROI growth, sales growth, and market share growth (Stock et al., 2000).

Conversely, the key component for developing efficient organizational management procedures is efficiency assessment. OP in an organization can be attributed to its ability to meet its economic and strategic goals (Li et al., 2006). In past research, OP was largely neglected; while Chi and Gursoy (2009) discussed OP with regard to only economic performance. Stock et al., (2000) also discussed OP by assessing both economic and market efficiency in equilibrium, such as ROI, sales profit and development, and advancement in the share of the market. One reality is that the organizational efficiency can either be measured on the grounds of operational efficiency referring to an organization's entire efficiency which involves economic efficiency, customer satisfaction, and product and service efficiency. (Brah, Wond & Rao, 2000). Hence, due to difficulties in acquiring financial figures from the sector involved, subjective items were introduced in accordance with the above literature to evaluate organizational efficiency in this research.

Total Quality Management
There's no consensus on the definition of quality, different writers have defined the notion of quality in various ways. Garvin (1987) suggested a quality definition for manufacturing methods that are transcendent, user-based, product-based and value-based. Eight characteristics of product quality assessment were also recognized by Garvin (Garvin, 1987). Juran (2009) defined "fitness for use" as quality, focusing on quality trilogy scheduling, quality improvement and quality control. Crosby (1979) described quality "according to customer specifications or requirements." Crosby (1979) acknowledged 14 steps to achieve performance improvement in a zero-defect quality improvement plan (Kruger, 2001). TQM can be described as a company strategy that seeks to maximize the competitiveness of organizations by continuously improving products, services, individuals, procedures and the environment (Tjiptono, 2003). Alternatively, Tjiptono (2002) defined TQM as a means of continually improving effectiveness, using all available capital and human resources, at each and every point of operation and at all functional area of an organization.

Goetsch and Davis (2013) opined that TQM increases the authority of the organization in cost reduction and increases the likelihood of the organization becoming a market leader. Several have shown in recent decades that TQM has assisted organizations by enhancing product and service quality, assisting their customers to offer excellent quality products, and strengthening and enhancing the efficiency of a company. TQM is a multidisciplinary management approach that can be fulfilled in all of an organization's duties for continuous improvement (Kaynak, 2003; Hoang et al., 2010). The common connections between service efficiency, quality,
and innovation must be taken into consideration by organizations (Parasuraman, 2010). TQM became one of today’s powerful competitive and essential variables (Almansour, 2012).

Customer Satisfaction

Odunlami, Olawepo and Emmanuel (2013) often use CS to describe how a company's products and services meet customer needs. CS measures how a company delivers its products and services that meet the required expectations of the customers. Rai (2013) characterized satisfaction as a post-subjective assessment of the buyer's emotional or cognitive response and a comparison of pre-purchase perceptions and actual outcomes after the item or service was consumed, while assessing the costs and benefits sustained throughout the purchase, whether or not overtime, during the contract with an organization. Aksoy et al., (2008) found CS as a valuable intangible asset arising in profitable returns. They suggested that firms with higher CS rates and positive CS enhancement would surpass other stock market firms. Interestingly, Gruca and Rego (2005) and Srivastava et al., (1998) argue that increased satisfaction results in earnings momentum, increased cash flow, decreased cash flow volatility and increased business residual value.

Understanding the level of CS can help a company to improve its customer services. According to Chen (2004) it is acknowledged that satisfied customers suggest that the respective services and products to their friends and relatives. Thus, marketing activities should concentrate on increasing CS level. As Oliver (1997) stated, CS is their judgment, as it's against their expectations, after making the purchase of a product or service. However, CS after purchase cannot be limited to their evaluation, but it is the entire experience of the respective organizations purchasing and consuming the services and goods. When establishing a company, an organization must focus on a specific target market which tends to become the focus audience/market. Comprehending the intended market's specific demands will not only assist generate products and services but will also support to satisfy their needs for profit. However, the extent to which customers deduce fulfillment from products or services usage is the degree of profitability of the company. CS is an important leadership problem due to concentrated competition, particularly in the service industry (Bodet, 2008). Therefore, each organization must focus on the extent to which it is satisfied with its customers. An organization that fails to meet its customers’ needs is moving gradually to an organizational tomb. As a result of high sales, CS will give a way to revenue growth. For organizations to retain their present customers, CS is a necessary pillar (Morgan et al., 1994). Therefore, it is essential that happiness-creating organizations not only generate space for the current customer but also boost the loyal customer base.

Many academics and researchers around the world have realized the importance of customers. Edge-performing financial companies believe that customers are the subject of what they do and are extremely dependent on them; business owners believe that customers are not the root of their problem and will never want customers to "go away" since their future and security will put at risk. That's the main reason why the financial companies of today are focusing on CS, loyalty and retention, and also many researchers around the globe, have understood the importance of customers. (Zairi, 2000).

Employee Satisfaction

ES in the service industry is a matter of fact and it is a multi-factorial framework. ES includes basic variables, variables of enthusiasm and variables of efficiency. The basic variables are the minimum conditions that cause dissatisfaction. Excitation variables enhance CS and only result in satisfaction when output is high (Matzler & Renzl, 2007). Employee loyalty is a key factor in enhancing service quality, which is linked to CS and customer loyalty (Yee et al., 2009). Employee empowerment is also a means of efficiently fulfilling them. When staff is
empowered, it adds to job satisfaction. Motivating staff also creates satisfaction with the customer. Similarly, job satisfaction also results in CS leading to an efficient organization (Ugboro & Obeng, 2000). Satisfied staff can produce loyal clients because they communicate directly with them but the sustainability of the company depends heavily on them and presumed customer-employee interaction, ES and retention features have been one of the most serious issues in the service industry (Matzler & Renzl, 2007). Therefore, we can conclude that customer and employee retention are heavily connected. As long as staff are satisfied in an organisation, they will remain happy with their work with the company for a long time and often believe in organizational improvement and improved customer service resulting in high revenue growth. (Naseem & Shaheen, 2015).

ES is described as the feeling when the staff is pleased with the company's daily practices, processes and efforts. The extent of ES is assessed by the organization on separate scales. Employee turnover indicates either staff was or was not satisfied with the organization. Organizations introduce various programs and interventions for contentment and retention of workers. On the other hand, staffs are more concerned about carrying out the company's work, job tasks and culture (Freeman & Rogers, 2006). ES is also shown as the extent to which staffs are contented and happy to operate in a certain environment. ES levels vary due to the presence of unusual factors. For instance, some staff operate in critical conditions and are passionate about the work because of their salaries and rewards. Similarly, ES is mainly dependent on workload, working environment, salaries, and role of benefit and task (Freeman & Rogers, 2006).

**Empirical Review of Literature**

The empirical literature review below assists this research's debate and gap detection. Santos-vijande et al., (2007) examined total quality and firm performance: a research-based survey based on the EQFM model of excellence and research results show that there is a link between TQM and the company's performance and this allows companies to dominate their rivals. Zhang and Pan (2009) assess the effect of customer satisfaction on profitability, a survey of Chinese state-owned enterprises, and the result shows that it is non-financial. Customer satisfaction is heavily connected with contemporary and future economic results. Thus, companies that provide or guarantee customer satisfaction compared to others will enjoy higher profitability by improving profit unit other than sales. Chi and Gursoy (2009) conducted a study on employee satisfaction, customer satisfaction and financial performance: An empirical examination. The finding shows that CS has a beneficial effect on financial performance (FP), ES has no direct effect on FP, but CS mediates an indirect link between ES and FP.

A firm-level analysis of customer satisfaction and company performance was performed by William and Naumann (2011), the results of the study show a significant and moderate-to-strong link between satisfaction level and performance of financial and market companies. Particularly powerful is the link between CS and retention, revenue, revenue per share and stock price. Naseem et al. (2011) performed a survey to determine the effect of organizational achievement on employee satisfaction: relationship between customer experience and employee satisfaction. The result shows that there is an indirect (adverse) link between effective organization and ES mediated by the customer. In southern Sulawesi of Indonesia, Bahri et al. (2012) investigated the application of total quality management and its effect through the organizational culture on the organizational performance of manufacturing sectors, and the research findings indicate that the request for TQM does not directly apply to the outcomes of the organization. Odunlami et al. (2013) used an organization in the food and beverage industry in Nigeria to conduct a study on the effect of customer satisfaction on organizational profitability. The finding demonstrates a beneficial link between CS and profitability of the organization.
Munizu (2013) evaluated the effect of competitive advantage on organizational performance of total quality management practices: the case of fishing sectors in the southern province of Sulawesi in Indonesia, and the result shows that the TQM techniques have a favourable and substantial effect on the OP. The connection between employee satisfaction and organizational performance is examined by Mafini and Pooe (2013): evidence from South Africa. The result shows that there is a link between ES that involves their dimension and the OP.

A study on the relationship between customer satisfaction and business performance was performed by Neupane (2014) at Lloyd Bank UK, and the result demonstrates that OP is not significantly affected by CS. Sadikoglu and olcay (2014) performed a survey to determine the effect of total quality management practices on performances and the reason of and the barriers to TQM practices in Turkey, and the finding shows that separate TQM practices have a substantial effect on performance, and the result also revealed that the company's primary barriers in Turkey lack knowledge of employee engagement and inadequate firm structure and absence of funds. Al-Ettayyem et al. (2015) investigated the effect of TMQ on organization performance in the Jordanian Banking Sector and the research findings show that TQM practices have positive effects on the financial and non-financial outcomes of the organization, suggesting that TQM is the variable that heavily affects or impacts the OP. Shaheen and Nasseem (2015) conducted a review of customer satisfaction, employee satisfaction and their impact on firm performance in Islamabad, and the research shows that CS has a beneficial link to OP and that ES also has a positive link to OP.

**Research Framework**
The figure below is the research framework established for this study. The framework demonstrates that through its proxies (customer and employee satisfaction) TQM can enhance the organization performance directly and indirectly. The study's model is as follows:

![Research Model](image)

Figure 1: Research Model
Relationship between Variables
Previous researches have linked the study variables to the relationship. This study will therefore not be an exception; the relationship between the variables of the study is as follows.

Customer Satisfaction and Organizational Performance
Previous studies demonstrate the significance of customer satisfaction, such as (Asikhia, 2010; Kassim & Abdullah, 2010), which indicated that CS is a crucial trend in organizational performance development, the survey of Fotopoulos and Psomas (2010) also show that customer focus and satisfaction are positively and significantly linked to the performance of the organization; while Chen emphasizes the importance of CS. Naseem et al., (2011) identifies FP as a dependent variable that depends on CS, and there is a direct connection between CS and FP.

Chi and Gursoy (2009) proposed that they should have a direct connection. This declaration has distinct opinions as (Bernhardt et al., 2000; Bernhardt et al., 2000; Nelson et al., 1992) revealed a direct connection, which implies the higher the CS the higher the profitability.

However, some have found conflicting findings that customer’s quality and perceptions are not always reflected in profit. Tornow and Wiley (1991) discovered that there is a negative connection between CS and gross profits. For example, a business has plans and chooses to boost CS and spend a large amount of money on its performance. This could lead to negative or loss as more money has been spent to boost CS while lowering the company's profits. The following hypothesis is developed on the basis of the previous findings and discussions:

H\textsubscript{A1}: There is significant positive relationship between CS and OP.

Employee Satisfaction and Organizational Performance
In assisting countries attain financial objectives; ES plays a major role (Koys, 2003). The reason behind this is because satisfied employees should be more hard-working, more motivated and put more effort if the business provides better pay, continuing training and job security. ES has positive impact on CS and FP. ES is basically the satisfaction of job, maintaining job satisfaction is important to motivate employees. Chi and Gursoy (2009) opined that employees, who are willing to work as a team, are able to work higher than expectations, provide better service and create better CS. Some studies provide positive while some shows negative relationship between ES and FP.

Several studies report that the analysis of the direct relationship between ES and FP tends to produce insignificant results, suggesting an insignificant direct connection between ES and FP. Some studies indicate even a negative connection between ES and CS. For instance, a continuous negative connection between ES (with things such as pay and benefits) and FP was observed by Tornow and Wiley (1991).

However, most of other studies indicate an insignificant direct connection between ES and FP. For instance, Wiley (1991) has been unable to discover any significant direct link between ES and FP. Bernhardt et al. (2000) revealed comparable results that the connection between ES and FP was insignificant. This study formulates the following hypothesis from this point:

H\textsubscript{A2}: There is significant relationship between ES and OP.
METHODOLOGY

The objective of this study is to explore the strategic effect of TQM on OP among selected airlines in Nigeria. The selected Nigerian airlines include (Med-view air, Arik air, Overland air, Azman air, Air peace and First Nation air), and the study used a descriptive survey research design. The mentioned airlines serve as the basis of the research, and the chosen Nigerian airline is the population of the research. 331 respondents are involved in such airlines. From the 332 respondents, the sample size of 180 participants was identified through the Krejcie and Morgan 1970 sample size determination table, stratified sampling method was used to allocate the sample size to the targeted airline and simple random sampling was also used to capture target respondents from each airline's population.

For this study, questionnaires serve as a data collection method, 30 questionnaires have been distributed to each of the airline industry focusing on 180 distributed questionnaires and top, middle and low management employees working in different hierarchical positions are responsible for responding to the research questionnaires. In this research, descriptive and inferential statistics were used; descriptive statistics were carried out using frequency, percentage and standard deviation. Pearson's Correlation Coefficient was used to evaluate the hypothesized model being studied as an inferential statistic. The alpha level is set at 0.01, 0.05 and 0.1 levels for all significance tests, which is a convention criterion for a minimum basic hypothesis dismissal and acceptance and is commonly used in the field of behavioural science. To give positive direction to this research, this research uses Deming Theory, Juran Theory, and Crosby Theory.

RESULT AND DISCUSSION

Respondents Profile
The survey questionnaire needs respondents to answer seven demographic questions that represent their gender, age, qualifications for education, and year of experience. From one hundred and eighty (180) exceptional questionnaires, one hundred and fifty-five (155) of the six airlines from which data were collected responded. This represents a response rate of 86.1 percent and this legitimizes the study representation.

The analysis below describes the profile of the respondent: It was shown that the number of female and male respondents involved in this research. Among the respondents, there are 125 (80.6 %) males and 30 (19.4 %) females. 35 respondents (22.5 %) are aged 21 to 30 years, 80 respondents (51.6 %) are aged 31 to 40 years, 25 respondents (16.0 %) are aged 41 to 50 years and 15 respondents (9.1 %) are aged 51 to 55 years and above. The respondents' level of education shows that 54.8% (85 respondents) are degree holders, 12.9% (20 respondents) are master holders, and 50 respondents (32.3%) hold other levels of education. 110 respondents (70.9 percent) are senior employees for the position level, 45 respondents (29.1) are junior employees. For the service length, 65 respondents (41.9%) have work experience of 1 to 5 years in current organization, 75 respondents (48.3%) have work experience of 5 to 10 years, and 15 respondents (9.8%) have work experience of 10 years and above.

Descriptive Statistics of the Constructs of the Study
In the table below, the descriptive statistics provide a summary of the statistics for the study constructs. The following summary statistics include central tendency measurements such as mean, dispersion measurements (distribution spread), and standard deviation. Skewness is a distribution measure that shows how distribution varies from its standard distribution. If a variable has a normal distribution, there will be an asymptotic (i.e. for "large"
samples) normal distribution of the skew to its standard error. Thus, if the constructs differ significantly from 0, there is no normal distribution of the variables.

Table 1: Description of Dependent and Independent Variables

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Satisfaction</td>
<td>98</td>
<td>1.00</td>
<td>5.00</td>
<td>3.4143</td>
<td>1.06925</td>
<td>1.143</td>
</tr>
<tr>
<td>Employee Satisfaction</td>
<td>98</td>
<td>1.00</td>
<td>5.00</td>
<td>3.3531</td>
<td>.94711</td>
<td>.897</td>
</tr>
<tr>
<td>Organisational</td>
<td>98</td>
<td>1.00</td>
<td>5.00</td>
<td>3.2150</td>
<td>1.05312</td>
<td>1.109</td>
</tr>
</tbody>
</table>

Table 1 is the information related to the description of the IV and DV summarized in a table after analysis. With respect to the results obtained, the maximum quantity is 5 in all variables and the minimum quantity is 1. Customer satisfaction variable (3.4143) and customer satisfaction variables (3.4143), employee satisfaction (3.3531), and organizational performance (3.2150) were obtained from the highest to the lowest average, respectively.

Result and Hypotheses Testing

A Pearson Correlation Coefficient shows the strength, direction, significance of the relationships between the variables (organizational performance, employee satisfaction with customer satisfaction) to be measured at interval or ratio level. The number to represent Pearson Correlation is correlation coefficient and the relationship between two variables consider as perfect with a positive correlation.

Table 2: Results of the Pearson Correlation Test

<table>
<thead>
<tr>
<th>S/n</th>
<th>Variables</th>
<th>Coefficient</th>
<th>P-value</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Customer Satisfaction</td>
<td>0.296</td>
<td>0.02</td>
<td>Significant</td>
</tr>
<tr>
<td>2</td>
<td>Employee Satisfaction</td>
<td>0.583</td>
<td>0.00</td>
<td>Significant</td>
</tr>
</tbody>
</table>

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

Hypothesis 1

The test results of the hypothesized hypothesis that narrates there is significant relationship between customer satisfaction and organizational performance of some airlines in Nigeria. The correlation coefficient of the model is positive (0.296), with a p-value of 0.02 significant at only 0.05%. According to the result of the hypothesis, the Pearson Correlation Test, shows coefficient of 0.296, which illustrate that there is a significant positive relationship between customer satisfaction and organisational performance due to the positive value of the correlation coefficient. Based on the result of this study it simply means that CS and OP are positively correlated. The study result is therefore, consistent with the studies conducted by (Nelson et al., 1992; Bernhardt et al., 2000; Zhang & Pan, 2009; Chi & Gursoy, 2009; Fotopoulos & Psomas, 2010; Williams & Naumann, 2011; Chen et al., 2012; Odunlami et al., 2013; Shaheen & Naseem, 2015), and therefore, the result is contrary to the study conducted by (Schneider, 1991; Wiley, 1991; Neupane, 2013), which indicates that CS and OP has no relationship.

Hypothesis 2

The test results of the hypothesized hypothesis spelt out that there is significant relationship between ES and OP
of some airlines in Nigeria. The correlation coefficient of the model is positive (0.583), with a p-value of 0.00 significant at only 1%. According to the result of the hypothesis, the Pearson Correlation Test narrates that the correlation coefficient which is 0.583, illustrate that there is a significant positive relationship between ES and OP due to the positive value of the correlation coefficient. Base on the result of this study it simply means that employee satisfaction and organisational performance are significantly and positively correlated. Therefore, the result of this study is in the same direction with the study of (Mafini & Pooe, 2013; Shaheen & Naseem, 2015), while the result of the study is in opposite direction with the study of (Wiley, 1991; Bernhardt et al., 2000; Chi & Gursoy, 2009; Naseem et al., 2011) which indicates that ES and OP has no relationship.

The study results show the significant relationship between CS and OP as well as ES and OP. This simply means that CS and ES provided by the organization have an impact on the contribution of the OP in the local airlines in Nigeria. The study found the importance of customer, and employee satisfaction towards organization and it has been recognized at all spheres of human endeavours because it upgrades organization locally and internationally with that the OP is achieved. This research found that, by implementing appropriate CS by providing desired wants and needs of the customers, and at the same time satisfying employees in all ramifications at workplace will automatically promote harmony in the working environment with suitable work practice. Therefore, CS, and ES method used in the organization is an important element towards organizational change and performance. Therefore, the hypothesis 1 & 2 of this study were supported indicating that CS and ES and OP are related.

Several past researches have clarified the relation between TQM and OP especially the financial performance. Such researches indicated that when one organization implements TQM in effective way, then its performance will be largely enhanced from several aspects (Hendricks & Singhal, 1999; Ittner & Larcker, 1996). In a review of the literature covering the impact of total quality management on organizational performance, Heras (2006) indicated that there is a positive direct relation between TQM and OP. However, Shin et al. (1998) indicated that TQM practices could hinder organizations to achieve their goals.

CONCLUSION

The broad objective this study directly focuses on the relationship between TQM and OP: empirical evidence from selected airlines in Nigeria aviation industry. The results of the study show that CS has a significant relationship with OP, and it also demonstrates that ES has a significant relationship with OP. To tackle this, data were obtained and analyzed, and findings are derived from the analysis and discussion. The conclusions were drawn from the discussion of the results. Consequently, TQM is a holistic and ethical strategy for companies to continuously enhance their products/services or procedures involving all stakeholders to satisfy their customers and employees and to enhance efficiency and sustainability. Nevertheless, the main conclusion that can be drawn from this study is that it is possible to improve customer and employee satisfaction by applying multiple quality measures in organizations.

TQM's approach, which focuses on improving levels of CS and ES, will directly enhance OP, and leadership engagement is seen as the main component in ensuring that organizations implement TQM practices effectively. While this study focuses directly on the relationship between TQM and OP, it has ignored several variables that have directly influenced OP such as organizational size, culture, and level of innovation. Thus, based
on the research outcome, it was acknowledged that TQM has a significant relationship with OP through its proxy (CS and ES), with that, organizations should pay appropriate attention to the two important variables that affect and contribute to OP and profitability.

There is no doubt that there is still much to be improved by both government and regulatory agencies in order to increase TQM in Nigeria. For the aviation sector, accounting regulatory agencies, government, and other stakeholders, the following suggestions from this research may be helpful and relevant. The following suggestions are as follows: top management must develop a TQM strategy that understand what customers, and employees want because customer-driven quality is a key strategic organizational issue which needs to be integral of overall organizational planning. Top management must commit and support the implementation of TQM in the airlines. Willingness is required to satisfy customers by meeting and exceeding their expectations. In line with this study, it is hereby recommended that organizations should embrace marketing concept that allows for being more effective than competitors in creating, delivering and communicating superior customer value to its chosen target market. Organizations should constantly review their products variables such as packaging, varieties, features, brand name and quality in order to constantly satisfy their customers. Organizations should watch and monitor strategic moves of competitors in order to remain competitive in the global settings. Apart from watching and monitoring the actions and reactions of environmental actors and forces, it is inevitable for organizations to strategically monitor their marketing mix variables.

The study recommends that firm should establish their quality management systems according to the requirement of ISO standards effectively for effective equality services and for the success of the firm. The study recommends that firms should be flexible enough when implementing quality standards and management should develop a quality culture by changing perception and attitudes towards quality. Improving on quality series or products to satisfy customer’s needs pays off since the benefits accrued include; improved quality, employee satisfaction, productivity, employee participation, teamwork, communication, profitability and market share, and also the best way to improve OP is by involving and empowering employees at all levels. Therefore, the study also recommends to organizations either public or private to develop suitable plan and implement it to the fullest capacity, and by motivate their employees by having good salary structure, engaging them on training and development and providing them with good working environment free from violence and natural disaster with these the employees will be pleased to perform above expectation for the organization and that will definitely lead to OP. Future researches should expand the scope of their study, and the study should be replicated in other parts of the country and beyond. Additional independent variable should be adopted and mediating or moderating variable should also be inculcated. Future researches should consider Structural Equation Modeling (SEM), Partial Least Square (PLS) Analysis of Variance (ANOVA) or regression as analysis technique with that if all the suggestions are well implemented, future researches will achieve an excellent result.

REFERENCES


