

## Total Quality Management And Organizational Resilience of Catering Services Firms In Port Harcourt.

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### ABSTRACT:

The study examined total quality management and organizational resilience of catering services firms in Port Harcourt. The aim of the study was to examine the relationship between the dimensions of total quality management practices (customer focus, continuous improvement and employee involvement) and organizational resilience. The sample size consists of 93 managers of catering services firms gotten from a population of 121 managers using Taro Yamane formula. The formulated hypotheses were tested using Spearman Rank Correlation Coefficient with the aid of the Statistical Package for the Social Sciences (SPSS) software program version 20. The findings revealed that there is a strong and positive relationship between the dimensions of total quality management (customer focus, continuous improvement and employee involvement) and organizational resilience. Based on these findings, it was concluded that total quality management has a significant relationship with organizational resilience of catering services firms in Port Harcourt City Local Government Area. Among the recommendations made are; Employees of catering service firms in Port Harcourt should be trained and retrained on the job in order to develop skills that will keep them abreast with changes in the environment and enable them tackle any economic crisis that may arise.

**Keywords:** Total Quality Management, Organizational Resilience, Catering Services, Port Harcourt

### I. INTRODUCTION

The nature of the present business environment is one that keeps undergoing various changes and an enhancement in its quality and has become one of the essential strategies that can be implemented in any organization in order to thrive and achieve a good organizational competitiveness (Al-Qahtani, Alshehri & Abd.Aziz, 2015). Quality is an important issue in the modern competitive business world and in managing this quality, all employees in the organization must be involved. Total Quality management consists of several quality instruments and technique in addition to various values and beliefs that all staff within the same organization shares (Gharakhani et al., 2013). The main focus of total quality management philosophy is to achieve a comprehensive integration among organizational staff and their functions in order to gain better enhancement, progress and preservation of products and services quality to achieve customer satisfaction (Talib, 2013). Recent environmental upheaval including inflation, food scarcity, pandemic and economic crises has forced organizations to revisit their organizational strategies and action plans. Organizations should have a strong resilient capacity in order to survive such harsh economic conditions. Resilient organizations possess the capacity to anticipate, prepare for, respond to, and adapt to both incremental changes and sudden disruptions to

thrive amidst uncertainties (Agnieszka, 2020). Organisational resilience is the ability of a firm to recover after disruptions such as economic and political issues, turbulence, pandemics, or natural disasters. Organizational resilience is essential for the adaptability and sustainability of businesses regardless of their size, age, sector, or location (Duchek, 2020). Although several literature exist on total quality management and organizational resilience, little or no work has been done in the catering services firms in Port Harcourt, hence, the need for this study. The aim of this study is to determine the relationship between total quality management and organizational resilience, while its specific objectives are to:

1. Determine the relationship between customer focus and organizational resilience of catering services firms in Port Harcourt.
2. Ascertain the relationship between continuous improvement and organizational resilience of catering services firms in Port Harcourt.
3. Examine the relationship between employee involvement and organizational resilience of catering services firms in Port Harcourt.

## II. RESEARCH HYPOTHESES

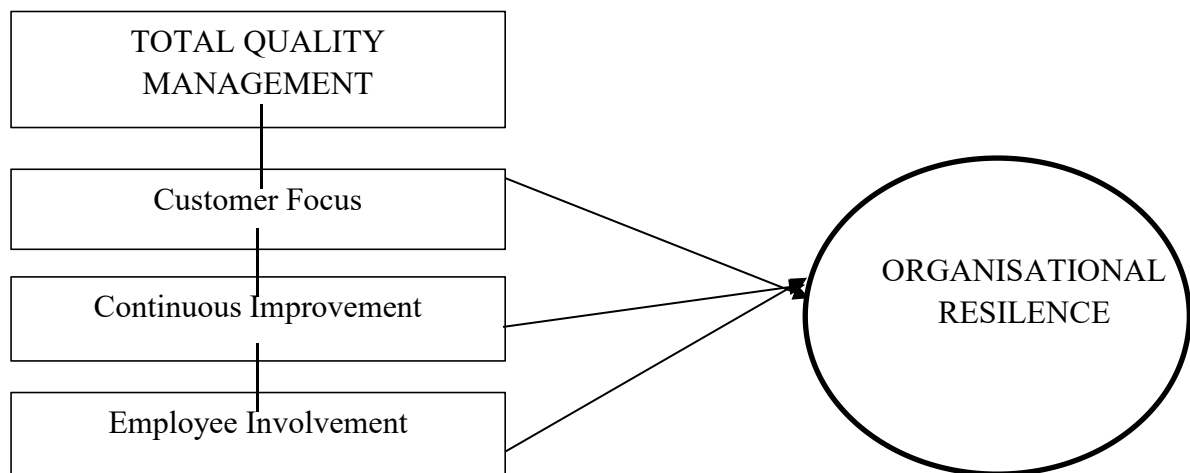
The study formulated the following null hypotheses:

**H<sub>01</sub>:** There is no significant relationship between customer focus and organizational resilience of catering services firms in Port Harcourt.

**H<sub>02</sub>:** There is no significant relationship between continuous improvement and organizational resilience in catering services firms in Port Harcourt.

**H<sub>03</sub>:** There is no significant relationship between employee involvement and organizational resilience in catering services firms in Port Harcourt.

### Conceptual Framework



**Fig 1.1**

**Source:** Researchers' conceptualization of research

## III. CONCEPTUAL REVIEW

### Total Quality Management

Total quality management is the active engagement of all individuals within an organization to meet customer expectations by using problem-solving techniques to improve the quality of the goods and services offered by the company (Al-Qahtani, et al., 2015). The primary objective of total quality management concept is to achieve

a thorough integration among the personnel and their actions inside an organization, with the aim of improving, advancing, and maintaining the quality of goods and services.

### **Dimensions of Total Quality Management**

#### **Customer Focus**

Customer focus refers to the extent to which a business places importance on fulfilling the needs and expectations of its consumers. There are basically two types of customers in every organization, namely; the internal and external customers. The internal customers are referred to the employees while the external customers are clients who purchase goods and services. The external customers can only be satisfied when and only if the internal customers are first satisfied.

#### **Continuous Improvement**

Continuous Improvement is a holistic management concept that seeks to continually improve the quality of products, services, and processes in order to achieve customer satisfaction (Singh & Singh, 2015). It is also the use of both incremental and breakthrough quality management strategies in order to consistently enhance processes, goods, or services offered to both internal and external consumers.

#### **Employee Involvement**

Employee involvement is seen as empowering employees to make decisions regarding problem-solving at their level in the organization (Welikala & Sohal, 2008). In order for them to make strategic decisions at their level, the place of training cannot be overemphasized. Training is necessary to cultivate employee engagement and active participation in many quality and process improvement principles.

#### **Organizational Resilience**

Organizational Resilience refers to the ability of an organization to expect and be proactive to increasing environmental changes in order to survive in this 21<sup>st</sup> century. Organizations that are resilient portrays the following characteristics; identifying emerging threats, maintaining a strong stakeholder relationships, fostering a committed and unified workforce, establishing a clear organizational objectives, and providing a decisive leadership (Ofoegbu & Ogbonda, 2023).

## **IV. EMPIRICAL REVIEW**

Serfontein and Govender (2021) investigated stakeholders' perceptions of the relationship between organizational resilience components and control systems in the South African aviation industry. They conducted a cross-sectional survey involving 203 stakeholders. Results indicated a strong positive linear relationship between organizational control systems and resilience, including its components: strategic management and company culture, Monitoring and awareness, Exposure management, and responsive adaptation. The study emphasized the harmonized application of control systems, such as quality assurance and corporate governance, to stimulate organizational resilience and adaptability within complex socio-technical systems like the aviation industry.

Ofoegbu et al, (2023) examined the relationship between quality control practices and organizational resilience within the manufacturing sector of Rivers State, Nigeria. Their study concluded that quality control practices positively influences the resilience of manufacturing companies. Particularly, both customer focus and supplier relationship management contribute to organizational robustness and agility.

## **V. METHODOLOGY**

This study employs a cross-sectional design to investigate the relationship between total quality management and organizational resilience in catering services firms in Port Harcourt. The sample population consists of 93 managers in catering services firms in Port Harcourt gotten from a population of 121 managers of catering service firms in Port Harcourt through Taro Yamane formula. 93 questionnaires were distributed but only 87 was retrieved and considered valid for this research. The hypotheses formulated were analyzed using spearman's rank correlation coefficient with the aid of Statistical Package for Social Science (SPSS) software. Cronbach Alpha was used to determine the reliability of the items which involved a pilot study with a sample of

20 managers which are not part of the sample population and a reliability coefficient index of 0.81 was obtained which was considered adequate for the study.

## VI. TESTING OF HYPOTHESES

**Table 1: Correlation coefficient for customer focus and organizational resilience**

			CUSTOMER FOCUS	ORGANIZATION AL RESILIENCE
Spearman's rho	CUSTOMER FOCUS	Correlation Coefficient	1.000	.684**
		Sig. (2-tailed)	.	.000
		N	87	87
	ORGANIZATI ONAL RESILIENCE	Correlation Coefficient	.684**	1.000
		Sig. (2-tailed)	.000	.
		N	87	87

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

Source: SPSS generated output

The correlation study conducted between customer focus and organizational resilience is shown in Table 1. The findings shows that there is a positive relationship between customer focus and organizational resilience ( $\rho = .684^{**}$ ). The presence of \*\* indicates that this correlation is statistically significant at the 0.01 level. According to this outcome, the null hypothesis ( $H_0$ ) asserting that there is no relationship between customer focus and organizational resilience is refuted, whereas the alternative hypothesis is affirmed. Hence, there is a notable relationship between customer focus and organizational resilience in catering service firms in Port Harcourt.

**Table 2: Correlation coefficient for continuous improvement and organizational resilience**

			CONTINUOUS IMPROVEMENT	ORGANIZATIONAL RESILIENCE
Spearman's rho	CONTINUOUS IMPROVEMENT	Correlation Coefficient	1.000	.712**
		Sig. (2-tailed)	.	.000
		N	87	87
	ORGANIZATIONAL RESILIENCE	Correlation Coefficient	.712**	1.000
		Sig. (2-tailed)	.000	.
		N	87	87

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

The correlation study conducted between continuous improvement and organizational resilience is shown in Table 2. The findings show that there is a positive relationship between continuous improvement and organizational resilience ( $\rho = .712^{**}$ ). The presence of \*\* indicates that this correlation is statistically significant at the 0.01 level. According to this findings, the null hypothesis (H02) asserting that there is no relationship between continuous improvement and organizational resilience is rejected, and the alternative hypothesis is accepted. Therefore, there is a significant relationship between continuous improvement and organizational resilience in catering service firms in Port Harcourt.

**Table 3: Correlation coefficient for employee involvement and organizational resilience**

			EMPLOYEE INVOLVEMENT	ORGANIZATIONAL RESILIENCE
Spearman's rho	EMPLOYEE INVOLVEMENT	Correlation Coefficient	1.000	.653**
		Sig. (2-tailed)	.	.000
		N	87	87
	ORGANIZATIONAL RESILIENCE	Correlation Coefficient	.653**	1.000
		Sig. (2-tailed)	.000	.
		N	87	87

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

The correlation study conducted between employee involvement and organizational resilience is shown in Table 3 above. The findings shows that there is a positive relationship between employee involvement and organizational resilience ( $\rho = .653^{**}$ ). The presence of \*\* indicates that this correlation is statistically significant at the 0.01 level. According to this outcome, the null hypothesis (H03) asserting that there is no relationship between employee involvement and organizational resilience is refuted, and the alternative hypothesis is affirmed. Hence, there is a notable relationship between employee involvement and organizational resilience in catering service firms in Port Harcourt.

## VII. DISCUSSION OF FINDINGS

After the analysis made, it was discovered that there is a positive relationship between customer focus and organizational resilience and this is in line with the works of Ofoegbu et al, (2023), who asserted that the success of any organization depends on the satisfaction of its customers' needs efficiently and effectively. When customers perceived that their needs are met, it will lead to a continuous patronage which will boost the organizations profit and help the organization to remain dogged against economic challenges.

A significant relationship also exists between continuous improvement and organizational resilience. The findings is consistent with that of Al-Qahtani, et al., (2015), who noted that continuous improvement

implementation in an organization can also lead to realization of intangible benefits in the form of improved image of the organization, leading to the possibility of increased orders.

The findings from this study revealed that a significant positive relationship exists between employee involvement and organizational resilience and this finding is coherent with the work of Bortolotti, Boscari, & Danese, (2015) who emphasized the importance of involving and committing employees during continuous improvement initiatives, so changes become sustainable in the long run.

### **VIII. CONCLUSION**

Based on the analysis and the findings of this study, it is evident that total quality management has a positive and significant relationship with organizational resilience. The engagement of total quality management practices such as customer focus, continuous improvement and employee involvement can help catering services firms in Port Harcourt to be resilient in the face of this present economic challenges.

### **IX. RECOMMENDATIONS**

The following recommendations were made based on the findings of this study:

1. The managers of catering services firms in Port Harcourt should be more focused on the satisfaction of the needs and preferences of its customer because continuous patronage from customers can increase profitability in the firm and make the organization to be more resilient.
2. Managers of catering services firms in Port Harcourt should continuously improve on the services processes so that they may gain a competitive advantage over their competitors and be proactive to changes and sudden disruptions.
3. Employees in the organization should be trained and retrained on the job in order to develop skills that will keep them abreast with changes in the environment and enable them tackle any economic crisis that may arise.

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