

# **THE APPLICATION OF TOTAL QUALITY MANAGEMENT (TQM) APPROACHES AND TOOLS IN ENHANCING GOAL ATTAINMENT IN THE NIGERIAN BREWERY MANUFACTURING FIRMS: A SURVEY OF SELECTED BREWERY ANUFACTURING FIRMS IN NIGERIA**

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## **ABSTRACT**

The objective of the study is to determine the Impact of Total Quality Management (TQM) Application both technique/tools and its implementation strategies in enhancing organizational goal attainment in the Brewery Manufacturing Firms in Nigeria. The population of the study comprises three (3) Brewery firms in Nigeria namely, Nigerian Brewery Plc, Guinness Nigeria Plc and Submiller Brewery totaled at 4827. The sample size is 369 and was determined using Taro Yamane formula. Bowley's allocation formula is used in determining company's individual sample size. Both primary and secondary data sources are adopted. Construct validity is determined on TQM tools/techniques such as Benchmarking, outsourcing, speed, quality functional deployment, Taguchi technique, cause and effect diagrams, and statistical quality control amongst others. Bartlett test of sphericity and Kaiser-Meyer-Olkin test is adopted to measure sampling adequacy in which a value of 0.466 was obtained revealing that the sample is adequate. Multiple regression is used in the test of the two (2) formulated hypotheses. The test revealed that TQM tools have significant impact on the attainment of organizational goals such as high market share, profit attainment, customer satisfaction, quality product. The other finding shows that, application of implementation strategies of TQM such as top management commitment, education and retraining employees, adoption of modern supervision methods amongst others will lead to goal attainment. The paper recommends that continuous improvement on quality standards, processes, methodologies, strategies are essential ingredients for TQM and organizational goal attainment. Additionally, Executive Managers should focus on what matters most to customers in order to attain profit goals, market share and customer satisfaction goals amongst others in order to be productive.

**Keywords:** Total Quality Management, TQM Tools, Goal Attainment, Manufacturing firms, TQM Implementation Strategies.