

The Emergence of Total Quality Management in the Marketing of Services in Nigeria

¹ANETOH, J.C., ²NDUBISI, E.C. AND ³NWANKWO, C.A.

^{1,2&3}Department of Marketing

Anambra State University, Igbariam Campus, Anambra State, Nigeria

E-mail: anetohjohn@yahoo.com, ndubisiemmachidozie@yahoo.com, caokoro@yahoo.ie

ABSTRACT

This study examined the emergence of Total Quality Management (TQM) in the Marketing of Services in Nigeria. The background of the study centered on the need for the adoption of TQM in the marketing of services in Nigeria. The Statement of the Problem focused on the challenges militating against the practice of TQM in the marketing of services in Nigeria. The major objectives of this study centered on the extent of awareness, adoption as well as the challenges facing the marketing of service in Nigeria. Nigeria has an estimated population of over 140million (2006 Census). Five service sectors in Nigeria were used and the sample size was 240. Both primary and secondary data sources were utilized and descriptive research design was adopted as questionnaire and direct personal observations were used to generate data for analysis. Chi-square (X^2) statistical tool was used to test for hypotheses at 5% significant level. The results revealed the following; H_{01} was accepted since the computed X^2 value of 3.80 < critical value of 15.51, H_{02} and H_{03} were rejected because the computed X^2 value of 190.80 and 19.86 > the critical value X^2 value of 26.30 and 15.51 respectively. The findings revealed that no significant TQM awareness has been created and that service providers still face many challenges in the marketing of services in Nigeria. It was concluded that the emergence of TQM will allow for more effective and efficient marketing of services in Nigeria: Recommendations were focused on the need for all stakeholders in the service sector to formulate TQM strategies as a key towards the restoration of customer's confidence, trust, loyalty satisfaction amongst others.

Keywords: Total Quality Management (TQM), Emergence, Marketing of Services

INTRODUCTION

The importance of customer value creation and satisfaction remains the focus of any business organization or entity. The need for the emergence of total quality management in the marketing of services becomes imperative. Over the years, the notion of quality has been around and being associated with the manufacturing of tangible products but only recently has it been applied formally by service industries as a strategic management function. There have been a lot of challenges facing many service-oriented organizations as a result of ignorance in the adoption and application of total quality management concept in the marketing of their services in Nigeria and beyond. Stanly (1992) sees total quality management as the creative problem solving process of managing quality throughout the organization in order to improve its products, services and operations. Stahl, (1995) postulate that total quality management is a system approach to management that aims to enhancing value to

customers by designing and continually improving organizational processes and system. Total quality management is the application of quantitative methods and human resources to improve the materials and services supplied to an organization, all the processes within an organization, and the degree to which the needs of the customer are met, now and in the future (Martin, 1993).

Nigeria as a growing economy is faced with the problem of conformance to specification and expectation in the marketing and delivery of services which have resulted to many economy waste and untold hardship in the country. Meniru (1996) saw quality as an acceptable standard of anything. It is pertinent to canvass for the emergence of a practicable total quality management in order to develop a quality-based-services and performance. Total quality management (TQM) is based on the premise that the quality of service and processes is the responsibility of everyone involved with the creation or consumption of the services offered by an organization, requiring the involvement of management, workforce, suppliers, and customers to meet or exceed customer expectations.

The quality of services plays a dominant role and is a primary factor in ensuring the survival of the service provider in the global market. The whole focus is now concentrated on providing service to customer beyond his expectations (Talib *et al.*, 2012). Services on the other hand are no longer a minor or superficial part of economies, but go to the heart of value creation within the economy. Palmer (2005), sees services as the production of an essentially intangible benefit either in its own right or as a significant element of a tangible product, which through some form of exchange, satisfies an identified need. The emergence of total quality management in the marketing of services in Nigeria should not be neglected due to the fact that the globalization and liberalization of the service sector have created an era of fierce competition as service management and quality performance are expected to assume increasing important role in service industry. Customers have a wide choice of service providers and they would opt for only the best service providers in terms of quality reliability and profitability (Talib, *et al.*, 2012).

In the light of the above statement, the emergence of TQM becomes imperative as Powell (1995) believed that TQM is a potential source of competitive advantage and also has become a globalization as observed by Dale and Zairi (2001). This study seeks to project the need for the adoption and practicability of Total Quality Management in the marketing of services in Nigeria in order to enhance serviceability, effectiveness, efficiency, patronage, profitability, satisfaction, competitiveness, amongst others in business and beyond.

Statement of the Problem

The statement of the problem is meted out of the fact that the acceptability and practicability of Total Quality Management in the marketing of services have not been given a closer look. However, total quality management adoption remains a major constraint in the marketing of services in Nigeria which has resulted in series of organizational collapse and liquidation. However, in appropriate ways of conceiving service quality coupled with the misconception of TQM as being applied only in the

productive sector as adopting it in the marketing of services is still a subject of controversy. Aluko, Odugbesan, Gadamosi and Osuagwu (2009), identified that some people's unwillingness to adjust to TQM initiatives coupled with some individuals who claimed quality to be a costless solution is major concern of this study. In another contribution, Cole (1993) identified waste of resources and manager's inability to move away from conservative-result-oriented management style as limitations in TQM adoption in the marketing of services in Nigeria. To further buttress on the shortcomings of TQM, this study is poised to resolve the problems of poor TQM adoption and awareness seen among service companies and these have caused untold hardship in the marketing of services thereby leading many service organizations into economic strangulation and customers' turnover.

Objectives of the Study

The main purpose of this study is to emphasize the need of emergence of practicable and effective TQM in the marketing of services in Nigeria.

The specific objectives are:

1. To determine the level of awareness created in adopting TQM in the marketing of services in Nigeria.
2. To examine the extent of adopting Total Quality Management in the marketing of services in Nigeria.
3. To ascertain the challenges facing the service providers on the practice of TQM in the marketing of services in Nigeria.
4. To make recommendations based on the findings.

Research Questions

1. Is there any significant awareness created in adopting TQM in the marketing of services in Nigeria?
2. To what extent has Total Quality Management been adopted in the marketing of services in Nigeria?
3. Are there challenges facing the service providers on the practice of TQM in the marketing of services in Nigeria?

Research Hypotheses

The researcher will work on the under listed hypotheses

- H0₁: There is no significant awareness created in adopting TQM in the marketing of services in Nigeria.
- H0₂: Total Quality Management has not been adopted in the marketing of services in Nigeria.
- H0₃: There are no challenges facing the service providers on the practice of TQM in the marketing of services in Nigeria.

Significance of the Study

The significance of this study stems from the fact that many researchers have provided clue to some constraints militating against adopting TQM in the marketing of services in

Nigeria. However, the study will be useful to future researchers who will carry out the research work on the related topics or area. It will aid service providers in their decision making especially in this competitive period. The academic community will find this study useful. The study will be of great importance to Nigerian government in her on-going transformation agenda in service sector. The society will benefit from this study as total emancipation of total quality initiatives will go a long way to improving the people's standard of living in Nigeria.

Scope and Limitation of the Study

This study focuses on the emergence of TQM in the marketing of services in Nigeria. The evolution, nature, concepts, theories, strategies of TQM in relation to the marketing of services in Nigeria will be the delimitation of this study. A sample of 240 service providers in Nigerians will be utilized in this study because of the vastness of Nigeria as the country has a population of over 140million (NPC, 2006).

However, 48 service providers are sampled out from each of the 5 service sectors in Nigeria namely: Health, Education, Commerce and Industry, Information and Culture, Lands, Survey and Town planning. Time and finance are the constraints as the work is an academic work that has to be submitted within a time frame and also some hands recruited to help in data collection and instrument validation.

REVIEW OF RELATED LITERATURE

Theoretical Framework

This study derived its theory from Philip Crosby's Quality Zero Defects. According to Crosby (1979), Zero Defects is the idea that TQM should ultimately be concerned with reducing the variation of the production of services to absolute zero. Crosby's theory emphasize on raising awareness about total quality and gaining collaboration for the achievement of zero-defects. He postulated that the pursuit of quality in the marketing of services is never ending. Crosby's 14 points on TQM include; management commitment, quality improvement teams, measurement, cost of quality, quality awareness, corrective action, zero-defects planning, zero-defects day, goal setting, error cause removal, recognition, quality councils and do it all over again.

The Concept of Quality

The vision and philosophy of quality in meaningful words and concepts are part of the difficulty and confusion as quality is an elusive concept. Evans (1995) sees quality as the totality of features and characteristics. Juran (1986) suggested that quality refers to fitness for use. Crosby (1979) sees quality as conformance to requirements. Quality could be defined as an acceptable standard of anything be it products, materials or personnel. The prevailing complex nature of today's business environment and outputs requires preventive and customer-driven systems whereby true quality product or service emanates from a holistic approach to quality (Mojekeh, 2010). Moreover, once quality is mentioned what reality occurs to mind is; good, excellence, merit and fitness for purpose or function.

Rampsey and Roberts (1992) view TQM as a people-focused management system that aims at continual increase in customer satisfaction at continually lower real cost. The

implementation of quality is accomplished through a set of practices that support the TQM philosophy (Dean et al, 1994). Bank (1992) opined that quality is a management philosophy that emphasized involvement of every employee to achieve satisfaction through continuous process improvement. Quality proliferation has greatly been influenced by the total quality management (TQM) movement that began in Japan (Carrol, 1995). Peter and Waterman (1982) found quality to be an important element in the pursuit of excellence as they opined that excellent organizations were above all, brilliant on basics.

In the words of Dale, Wu, Zairi, William and Van der Wiele (2001), TQM is considered to be a top management priority with the advent of globalization. They added that quality may be seen as freedom from variations. The emergence of total quality management concept is necessitated through quality dimensions as warned by Douglas and Judge (2001) that competitive advantage through TQM is not based on individual assets or practices that can be easily duplicated, but on the combination of a series of assets or compound assets known as quality dimensions. The American Society for quality control defines quality as the totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs.

History of Total Quality Management

The roots of total quality management (TQM) can be traced back to early 1920s when statistical theory was first applied to product quality control. This concept was further developed in Japan in the 40s led by Americans, such as Deming, Juran and Feigenbaum. The history of quality management from mere inspection to Total Quality Management and its branded interpretations such as six sigma and so on, has led to the development of essential processes; ideals, theories and tools that are central to organizational development, change management, and the performance improvements that are generally desired for individuals, teams, and organisations.

In the 1980s, to the 1990s, a new phase of quality control and management began known as Total Quality Management (TQM). As a result of Japanese success in employing quality issues, western companies started to introduce their own quality initiatives. In Nigeria, no definite data was known and some people are still arguing on what quality is all about as some see it as conformance to specification, others see it as fitness for use while others believed that quality is all about reaching or exceeding customers' expectation.

The Concept of Total Quality Management

Total quality Management is seen as the creative problem solving process of managing quality throughout the organization in order to improve its products, services and operations (Stanly, 1992). Zikmund (1994) opined that TQM is a business philosophy that embodies the belief that the management process must focus on integrating the idea of customer-driven quality throughout an organization. He stresses continuous improvement of product quality and service delivery. Total quality management is the application of quantitative methods and human resources to improve the materials and services supplied to an organization, all the processes within an organization, and the degree to which the needs of the customer are met, now and in the future (Martin,

1993). Stahl (1995) observed that TQM is a system approach to management that aims to enhance value to customers by designing and continually improving organizational processes and systems. Hellstein and Klefsjo (2000) defined Total Quality Management as a management system in continuous change, which consists of values, methodologies and tools, and the aim of which is to increase external and internal customer satisfaction with a reduced, amount of resources. Stahl (1995) enumerated the multiple dimension of quality to include: conformance to specifications, performance, quick response, quick change, expertise, features, reliability, durability, serviceability, aesthetics, perceived quality and humanity.

The acceptability of TQM concept in the marketing of services should be approached with caution. Sequel to the statement, Aluko *et al.*, (2009) opined that Nigerian managers should note that implementing a TQM strategy requires substantial measurement. They further suggested that continuous quality improvement of TQM requires that management should allow its staff to initiate problem-solving without a lot of red tape. TQM is a theory-based option that allows public managers to reward truly exceptional individual performance through the application of TQM technique (Milakovich, 1991). He added that the failure of government productivity efforts to improve on the quality of services has prompted calls for the complete overhaul of management procedures.

Many authors within the total quality management concept consider values, tools and techniques to be elemental for the concept; Oakland (1989), Kainji and Asher (1993), Lewis (1996), Boaden (1997). Talib *et al.*, (2012) opined that banks for instance can become stronger and effective only if they come out with better customer service, quality, costs and innovation. According to them, the quality of service plays a dominant role and is a primary factor in ensuring the survival of the service provider in the global market. However, the emphasis is concentrated now on providing service to customer beyond his expectations as this concept is applicable to all service industries and has given birth to the concept of TQM in service sector. Oakland (1989) declares that:

“for an organization to be truly effective, each part of it must work properly together towards the same goals, recognizing that each person and each activity effects and in turn is affected by each other’s.... the methods and techniques used in TQM can be applied throughout any organisastion”.

Swiss (1992) suggested that the TQM depends on an extremely strong organization culture with a strong commitment to quality. He added that a culture characterized by employee empowerment and team work is at the core of the TQM philosophy. Total quality management as an evolving system according to Shiba *et al.*, (1993) consist of practices, tools, and training methods for managing organizations in a rapid changing context. Ovetveil (2005) in his view contributed that service quality is meeting the needs of those most need available resources and at the lowest cost. He added that quality components include; timeliness, accuracy, legality, etc.

The Need for TQM Process

McGeorge and Palmer (1997) opined that it is not output which should be quality controlled but processes. Ewurum (2001) states that rather than focusing on results and final outputs which shall be measured against standards for the purpose of determining success or failure, management will do well to concentrate on business processes through TQM. Moreover, concentrating on the process can assist an organization make the cultural shift required by Total Quality Management, because the process capability to perform as required is needed in order to meet the customer's expectation and desires (Chopping, 1992).

Service Quality

Services companies need high quality of their products in order to by-pass the constraints posed by competition. Quality is the totality of a service that bears on its ability to satisfy stated or implied needs. It is a service ability to satisfy a customer's needs or requirements (Ugonwenyi, 2009). Service quality is an important factor used by customers to evaluate the services of one organisation in comparison to the offerings of others. The level of quality to which a service is designed is a crucial element in the total service offering. The application of TQM is very essential in the marketing of services as quality is the perceived level of performance (Palmer, 2005). Measuring of services quality is very difficult compared to the measuring of physical products. A service that may be seen by the producer as having high technical quality may in fact be perceived very differently by a consumer who has a different set of quality evaluation criteria.

However, as a result of intangible nature of services, the difficulties associated with quantification of standards make it much more difficult for an organization to monitor and maintain a consistently high standard of service. Customer expectations form an important element of quality. A service that fails to meet the expectations of one customer may be considered by him to be of poor quality, while another customer receiving an identical service, but not holding such high expectations, may consider the service to be of a high quality (Palmer, 2005).

Because of the importance of quality in the total service offer, the need for the emergence of TQM in the marketing of services becomes imperative. There is great interest in the concept of service quality among the practitioners and academics that see superior quality levels as a way of gaining competitive advantage. It is difficult to measure quality parameters as well as to also identify the quality factors to which customers attach importance. The intangibility and inseparability of most services results in a series of unique buyer-seller exchanges with no two services being provided in exactly the same way.

Total Quality Management Service Attributes

Sasser *et al.*, (1978) enumerated the service attributes which TQM concept seeks to implement to include;

- Attitude of the service provider
- Availability of service

- Condition
- Completeness
- Consistency
- Security
- Timing

Characteristics of Services That Necessitated TQM Industry

Services have four unique characteristics which include; intangibility, inseparability, variability and perishability.

Intangibility: It refers to the total lack of perception of a service's features before and after it is performed. Services unlike tangible goods cannot be touched, smelt, seen, tasted and felt before consumption. It lacks physical possession.

Inseparability: It refers to simultaneous production and consumption of services. The consumption of a service is said to be inseparable from its means of production. Producer and consumer must interact in order for the benefits of the service to be realized as both must normally meet at a time and place that is mutually convenient in order that the producer can directly pass on service benefits.

Variability: It refers to the potential for high fluctuations in the performance and the quality of services, caused by the interaction between the service employee and the customer. Services depend on the providers, when, where and for whom it is produced. Human beings vary so also the quality of services they render are not consistent.

Perishability: It refers to the fact that services cannot be saved, stored, resold or returned. Services are usually consumed simultaneously at the point of their production and as a result possess very short life span that makes them more perishable. When a service is over, it is over forever as it cannot be recouped.

RESEARCH METHODOLOGY

Descriptive research design will be adopted in this study as it focuses mostly on primary data generated from survey and direct observations to get the needed information. Both primary and secondary sources of data were utilized in this study. The population of Nigeria is estimated to be over 140Million (NPC, 2006). The study selected 240 service providers conveniently using non-probability sampling technique, from 48 each of the five service sectors in Nigeria namely; health, education, commerce and industry, information and culture, lands, survey and town planning which formed the sample size of this study.

The study utilized 240 copies of questionnaire and direct personal observation as instruments of this study. Content and construct validity were adopted and test-retest reliability method was used to establish the consistency and reliability of the instrument and correlation made using Pearson Moment Method. Chi-square (X^2) statistical technique will be used in testing the hypotheses at 0.05 significant level.

Decision Rule: Reject H_0 if computed X^2 value \geq critical X^2 value, otherwise accept H_0 .

PRESENTATION AND ANALYSIS OF DATA

Table 1A: Response on significant awareness created in adopting TQM in the Marketing of services in Nigeria

Response	SERVICE SECTOR					Total	Percent (100%)
	Health (A)	Education (B)	Commerce & Industry (C)	Information & Culture (D)	Lands Survey & Town Planning (E)		
Significant awareness (A)	42	44	42	43	43	214	89.17
Undecided (B)	3	4	3	3	2	15	6.25
No Significant awareness (C)	3	0	3	2	3	11	4.58

Source: Field Survey, 2013

The above table indicates that 214 representing 89.17% of the respondents agreed that significant awareness has been created, 15 representing 6.25% of the respondents were undecided while 11 representing 4.58% of the respondents disagreed that no significant awareness has been created in adopting TQM in the marketing of services in Nigeria.

Test of Hypothesis One: Using Chi-Square (X^2) Statistical Tool

Table 1B: Contingency Table

Cell	FO	FE	FO – FE	(FO – FE) ²	(FO – FE) ² /E
AA	42	42.8	-0.8	0.64	0.01
AB	3	3.0	0.00	0.00	0.00
AC	3	2.2	0.8	0.64	0.29
BA	44	42.8	1.2	1.44	0.03
BB	4	3.0	1.0	1.00	0.33
BC	0	2.2	-2.2	4.84	2.20
CA	42	42.8	-0.8	0.64	0.01
CB	3	3.0	0.0	0.00	0.00
CC	3	2.2	0.8	0.64	0.29
DA	43	42.8	0.2	0.04	0.00
DB	3	3.0	0.0	0.00	0.00
DC	2	2.2	-0.2	0.04	0.02
EA	43	42.8	0.2	0.04	0.00
EB	2	3.0	-1.0	1.00	0.33
EC	3	2.2	0.8	0.64	0.29
X^2					3.80

Computed $X^2 = 3.80$

Critical value with degree of freedom at significant level 0.05 = 15.51

Decision: Since X^2 Computed < critical value X^2 value, accept H_{01}

Conclusion: There is no significant awareness created in adopting TQM in the marketing of services in Nigeria.

Table 2A: Responses on the Extent of Adoption of TQM in the Marketing of Services in Nigeria

Response	SERVICE SECTOR					Total	Percent (100%)
	Health (A)	Education (B)	Commerce & Industry (C)	Information & Culture (D)	Lands Survey & Town Planning (E)		
Strongly Significant (A)	6	8	12	13	9	48	20
Insignificant (B)	18	14	16	13	11	72	30
Neither significant nor insignificant (C)	11	11	9	5	5	41	17.08
Significant (D)	8	10	11	11	9	49	20.42
Very significant (E)	5	5	0	6	14	30	12.50
Total	48	48	48	48	48	240	100

Source: Field Survey, 2013

The above table indicates that 48 representing 20% of the respondents said that the extent of TQM adoption in the marketing of services in Nigeria is strongly insignificant, 72 representing 30% of the respondents said not significant, 41 representing 17.08 of the respondents were indifferent in their opinions, 49 representing 20.42% of the respondents believed that TQM has been significantly adopted while 30 representing 12.50% of the respondents agreed that very significant TQM adoption has been made in the marketing of services in Nigeria.

Test of Hypothesis One: Using Chi-Square (X^2) Statistical Technique

Table 2B: Contingency Table

Cell	FO	FE	FO - FE	(FO - FE) ²	(FO - FE) ² /E
AA	6	4	2	4	1.0
AB	18	6	12	144	24.0
AC	11	3.4	7.6	57.76	17.0
AD	8	4.1	3.9	15.21	3.7
AE	5	2.5	2.5	6.25	2.5
BA	8	4	4	16	4.0
BB	14	6	10	100	16.7
BC	11	3.4	7.6	57.76	17.0
BD	10	4.1	5.9	34.81	8.5
BE	5	2.5	2.5	6.25	2.5
CA	12	4	8	64	16.0
CB	16	6	10	100	16.7
CC	9	3.4	5.6	31.36	9.2
CD	11	4.1	6.9	47.61	11.6
CE	0	2.5	-2.5	6.25	2.5
DA	13	4	9	81	20.3
DB	13	6	7	49	8.2
DC	5	3.4	1.6	2.56	0.8
DE	6	2.5	3.5	12.25	4.9
EA	9	4	5	25	6.3
EB	11	6	5	25	4.2
EC	5	3.4	1.6	2.56	0.8
ED	9	4.1	4.9	24.01	5.9
EE	14	2.5	11.5	132.25	52.9
X^2					190.80

Computed $X^2 = 190.80$

Critical X^2 value at 5 < -5% with 16 degree of freedom = 26.30

Decision: Since Computed X^2 of 190.80 > critical value X^2 value of 26.30, reject H_{02} and accept H_{A2}

Conclusion: TQM has been adopted in the marketing of services in Nigeria.

Table 3A: Responses on Whether There Are Challenges Facing the Service Providers on the Practice of TQM in the Marketing of Services in Nigeria

SERVICE SECTOR							
Response	Health (A)	Education (B)	Commerce & Industry (C)	Information & Culture (D)	Lands Survey & Town Planning (E)	Total	Percent (100%)
Significant challenges (A)	39	42	47	38	46	212	88.33
Indifferent (B)	1	2	1	0	1	5	2.09
No challenges (C)	8	4	0	10	1	23	9.58
Total	48	48	48	48	48	240	100

Source: Field Survey, 2013

The table above shows that 212 representing 88.33% of the respondents agreed that there are significant challenges facing the service providers on the practice of TQM in the marketing of services in Nigeria, 5 representing 2.09% of the respondents were indifferent while 23 representing 9.58% of the respondents said that there are no challenges facing the service providers in the marketing of services in Nigeria.

Test of Hypothesis One: Using Chi-Square (X^2) Statistical Technique

Table 3B: Contingency Table

Cell	FO	FE	FO - FE	(FO - FE) ²	(FO - FE) ² /E
AA	39	42.4	-3.4	11.56	0.27
AB	1	1	0	0	0.00
AC	8	4.6	3.4	11.56	2.51
BA	42	42.4	-0.4	0.16	0.00
BB	2	1	1	1	1.00
BC	4	4.6	-0.6	0.36	0.07
CA	47	42.4	4.6	21.16	0.49
CB	1	1	0	0	0.00
CC	0	4.6	-4.6	21.16	0.49
DA	38	42.4	-4.4	19.36	0.45
DB	0	1	-1	1	1.00
DC	10	4.6	5.4	29.16	6.34
EA	46	42.4	3.6	12.96	0.31
EB	1	1	0	0	0.00
EC	1	4.6	-3.6	12.96	2.82
X^2					19.86

Computed $X^2 = 190.86$

Critical X^2 value at 0.05 SL with 8 degree of freedom = 15.5

Decision: Reject H_{03} and accept H_{A3} since the computed X^2 value of 19.86 > critical X^2 value of 15.51

Conclusion: There are challenges facing the service providers on the practice of TQM in Nigeria.

DISCUSSION AND FINDINGS

The results of tested hypotheses revealed the following: In Hypothesis one tested, H_{01} is accepted and H_{A1} rejected since the computed X^2 value of $3.80 <$ the critical X^2 value of 15.51 , hence we conclude that there is no significant awareness created in adopting TQM in the marketing of services in Nigeria. The hypothesis two revealed that the null hypothesis H_{02} is rejected since the calculated X^2 of 190.80 is greater than the critical value of 26.30 . In this case, we conclude that TQM has been adopted in the marketing of services in Nigeria. In a similar vein, hypothesis three tested, H_{03} is rejected and H_{A3} accepted since the computed X^2 value of $19.80 >$ the critical X^2 value of 15.51 . Therefore, we conclude that there are challenges facing the service providers on the practice of TQM in Nigeria.

Based on the results from hypotheses tested, the following findings were made; firstly, there is little or no efforts made as to the significant awareness been created by the service providers in adoption of TQM in the marketing of services in Nigeria. Secondly, the study revealed that significant adoption of TQM has been made by the service providers in the marketing of services in Nigeria. Thirdly, the study revealed that there are a lot of challenges facing service providers on the practice of TQM in Nigeria.

CONCLUSION

Total Quality Management is the application of quantitative methods and human resources to improve on the services supplied and marketed by organizations, and the degree to which the expected customers' needs are met, now and in the future. TQM has been seen as a system approach that aims to enhance value to customers by designing and continually improving organizational processes, quality service delivery and systems of operation. The adoption of TQM in the marketing of services in Nigeria allows for a more efficient and streamlined delivery of services. The practicability of TQM in the marketing of services in Nigeria is a panacea towards organizational effectiveness, efficiency, high productivity, customer satisfaction and quality service delivery. All stakeholders are urged to join hands in the acceptability, adoption and practice of TQM in the marketing of services in Nigeria and beyond to ensure optimum positive results.

RECOMMENDATIONS

Based on the conclusion and findings of this study, the following recommendations are made: Service providers are advised to change from their conservative result-oriented style to dynamic result-oriented TQM initiatives in the marketing of services in Nigeria. The management of organizations and establishments are advised to adopt TQM in order to reduce waste to resources and other TQM challenges in marketing of services in Nigeria. Furthermore, the stakeholders in service sector should make it as priority the need to formulate TQM strategies that will go a long way to restore customers' confidence, loyalty and satisfaction in their dealings with the service providers. Finally, all the key players in the service ministries, organizations and establishments should help to tackle the challenges facing the service providers in the marketing of services in Nigeria.

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