

The Practice of Total Quality Management and Sustainable Competitive Advantage: Perspectives from Commercial Banks in Nigeria

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Received April 19, 2021; Accepted August 15, 2021

ISSN: 1735-188X

DOI: 10.14704/WEB/V18I2/WEB18349

Abstract

The practices of Total Quality Management result in stimulating property competitive advantage in elected Nigerian business banks. Was the fulcrum of this study. The survey analysis style was adopted to extract acceptable information from respondents (contract and permanent) staff chosen from old (3) and new (3) generation banks quoted within the Nigerian securities market. The five point Likert scale for structured questionnaire was administered by the investigator at the banks used in Delta State. The sampling technique used for the study is the chance sampling technique (simple random sampling) with a sample size of 262. The study used descriptive and inferential statistics in establishing the link among the freelance and dependent variables whereas multiple correlation analysis was accustomed to look at the hypotheses. The correlation result disclosed that the two independent variables for the study (leadership and high management commitment in management with total quality and continuous improvement have a powerful relationship with the variable quantity (sustainable competitive advantage). The regression result indicated that each one of the freelance variables had a positive result and an important relationship with a property competitive advantage. Amongst others, the study suggested that: the leadership/top management team should always live by example by incessantly exhibiting behaviors that support the operational objectives and show huge support in each means potential. They have to perpetually make sure also that there's no disconnect between the building blocks of operational excellence: individuals, strategy, structure processes, and technology and encourage perpetually on the means. The study additionally suggested that for Nigerian banks to perform optimally, there's a desire for all TQM practices to be tangled towards enhancing property competitive advantage, and there ought to exist a larger commitment to TQM practices.

Key-words

Quality Management, Competitive Advantage, TQM Practices.

Introduction

The global aim of all business related concern is to process happily the needs of customers. Nowadays customers are clamoring for quality in products, services, and life. They need to be clothed increasingly instead of the perceptive assumption that they have begun sorting out selections more tuned to their essential wants, conditions, and dignity. They're able to incur further prices for a high-quality product or service as long as a corporation t meets or exceeds such demands gains a competitive advantage over different competitors. Ultimately, competitive advantage implies superior monetary performance through value leadership (being a value leader) and differentiation (providing distinctive products and services to customers). The simplest approach that appears to handle the difficult philosophy is Total Quality Management (TQM). Several factors affect the fight of a corporation and one in every one of them is that the application of total quality management. The concept of total quality management looks at unity of all levels in functionality with quality and continuity of functions simultaneously. Historically, it looks at the ability of organizations to manage resources with coordination, achieve results, satisfy customers while building competitive advantage (*Milosan, 2017*). Measurable performance is what drives Total quality management and firms that don't try and apply models don't come through excellence (*Medinschi & Karnyanszky, 2019*). Competitive advantage is that condition a corporation will produce worth for the value incurred by the client. The worth in question is that if the corporation will turn out a superior product and provide a cheaper price than its competitors (*Porter, 2001*). The competitive advantage consists of 3 things: value leadership, differentiation ways, and price focus that target sure segments within the market. The work of *Seto & Febri (2017)* pointed that the advantage of the fight may be obtained if the corporation will gift each facet of the business operations method higher in manufacturing products and services that have a prime quality of competitive costs, and also viewed at ensuing product will vie each in terms of quality, price, product delivery, and suppleness than its competitors within the market (*Heizer & Render, 2004*). Based on the preceding, TQM is the integration of all functions and processes among the organization to attain continuous improvement on the standard of products and services resulting in property competitive advantage (*Leela & Sireesha, 2014*). Although many researchers have researched TQM on firms' performance, nonetheless there are very little or no literature on TQM and property competitive advantage within the Nigerian deposit cash bank. The study, therefore, fills a niche by

investigating the impact of TQM on property competitive advantage specializing in the Nigerian deposit cash bank.

The Drawback

The eminent attainment of profitable heights in an exceedingly turbulent Nigerian Business atmosphere depends on the property of the competitive benefits that they command. The accomplishment of competitive advantage isn't perpetually permanent or maybe lasting of any organization. Property competitive advantage allows organizations together with deposit banks to continue giving valuable, rare, inimitable, and non-substitutable monetary services to the market wherever its competitors are unable to duplicate the advantages of the monetary firm's strategy. Effective TQM practices will have control over the competitive advantage and property of this advantage. Effective TQM is possible through a set of practices. These practices of effective TQM need leadership and high management commitment, consistency among others. Like totally different industries, quality improvement is occurring at a revolutionary pace inside the banking sector. Keeping seeable the competitive atmosphere within the banking sector where bank officers try their best to provide high-quality services to their customers, there' an honest ought to develop a TQM model.

Objectives

1. To look at the result of leadership and high management commitment in total quality management on the property competitive advantage of the banks.
2. To assess the impact of continuous improvement in total quality management on the property competitive advantage of the banks.

Hypotheses

HO1: Leadership and high management commitment in total quality management has no important result on property competitive advantage.

HO2: Continuous improvement in total quality management has no important impact on property competitive advantage.

Review of Connected Literature

Concept of Quality

In shaping quality, Ahmed (2000) quotes ISO 8402 as "the degree of excellence during a competitive sense, like responsibility, serviceableness, maintainability or perhaps individual characteristics" in line with Wikipedia (Quality (business), 2010), the common component of the business definitions is that the standard of a product or service refers to the perception of the degree to that the merchandise or service meets the customer's expectations. Quality has no specific that means unless associated with a selected operation and/or object. Quality could be a sensory activity, conditional, and somewhat subjective attribute.

The conception of Total Quality Management

This is a structured and comprehensive management system that strengthens standard about products and services based on feedbacks (Rouse, 2005). The mission of this Quality Management in Totality is to ensure that they go even to the public to expand and expose their products for inputs considering best practices that is in agreement with global best practices such as ISO 9000. The origin of these practices is as old as the product creation and is applicable to all organisations across the world, irrespective of the sector; telecommunications, financial institutions and manufacturing institutions and so many others. The study by Agyyapong, (2011) gave birth to a study that narrowed qualitative analysis in Vodafone Telecommunications in Ghana which stresses productivity, efficiency, growth associated with survival cause, honesty and general wellbeing of the company. The concept of growth for them has to be a measurement that will to assure customers continuity, loyalty and deepened relationship. Generally retaining customers and bringing out the confidence is what constitutes Business success depends on a firm's empathetic and meeting customers' desires and demands. Shoper expectations, performance standardization and consistency is what constitutes Total Quality Management (TQM), (Owusu & Duah, 2018). In other words, it can be a public management philosophy of what management has put together to satisfy the public meet their objectives, target market with efficiency and effectiveness of the staffing outlay and willingness to improve at all times, (Cornish, 1998).

Competitive Advantage

This is viewed from the zenith competitively of the firm from the competitive position that the organization has worked painstakingly to achieve, (Al-Qudah, 2012). The term

competitive advantage is otherwise known as what drives a firm in a competitive business environment and how well such firm can continue to maintain a tall position. (Li, Ragu-Nathan, Ragu-Nathan, and Rao, 2006). Competitive advantage views the how organisations provide a distinct and unique product in a market (Lewis, 2000). The considerations here is in productivity targeted at customers and not input (Bowman and novelist, 1997). Differentiation strategy can come into play as soon as customers understand the direction of what their products can bring before its competitors (Porter, 1985). Generally, competitive advantage looks at roles, flexibility, skills and dexterity about uniqueness, company, stakeholders and operations of an organisations within the market space, of operations (Lewis, 2000).

Sustainable Competitive Advantage

The conception of property competitive advantage (SCA) was introduced in 1984 by Porter.

Porter viewed this sustainable competitive advantage from the dimensions focus, cost leadership and differentiation, was geared towards achieving competitive. Conversely, Barney (1991), added continuity, distinctive wealth creation and potential state competitors are ready to face with especially in getting the right benefit. Generally, the ability to raise certain strategic advantages which other firms cannot determine and derive gives an advantage (Hakkak & Ghodsi, 2015). In line with Shelby & Morgan (1995), potential SCA resources area units are divided into monetary, physical, legal, human, structure, informational, and rational resources. They believe that competitive advantage in resources will become a competitive advantage within the marketplace (Nicol, 2000). Prahalad and Hamel (1990) argue that companies mix resources and skills with core competencies so they'll successfully produce property competitive advantage systematically and unambiguously. Four factors comprising of ex-post limits, current restriction Peteraf (1993) considers four factors as necessary to achieve a property competitive advantage: resources (heterogeneity among the industry), ex-post limits, imperfect resource quality, and current restrictions to competition Relative structure system derives and determines what constitutes sustainable competitive advantage in terms of assets that are strategic, reputational, with novelty and relative structure (Matthews & Shulman, 2005).

Total Quality Management and Competitive Advantage

The study of Ullah, Akhtar and Leader (2016) argued that in Quality of Management in Totality is an organisational focus bordering on client focused success. TQM elements

consisting of leadership, strategic designing, client focus, info and analysis, peoples' management, and management method have a serious result on product quality performance. TQM isn't solely supported by the philosophy of providing client satisfaction and quality merchandise and services however it's concentrating on future needs the foremost effective TQM results are often achieved once associate open, shared and cooperative culture is formed by management and supported by structure learning cooperation, and client focus. TQM proponents have argued that rising quality can cause many by products, also as improved delivery and reduced price. TQM aims to unceasingly improve the various processes and practices within the organization; we often assume that it provides how for reassuring that innovation and self-renewal occur.

Theoretical Framework

Knowledge-based Theory

Information is viewed as the most basic firm asset. Its defenders contend that information is an extraordinary item thus difficult to copy. The information and abilities in a firm are what a firm would use to make its strategic advantage separating it from the rest consequently demonstrating them a specialty over the rest. The information an association has is constantly shown in its societies and characters, strategy records, frameworks, and rehearsed by workers (Barney and Conner, 2012). Markets and advancements address two parts of information that a firm ought to have. They display extraordinary execution openings as they take into consideration innovative work inside the firm, while on the opposite end extrapolate the business capability of the association in the changing industry environment. With this, the firm can realize best which sort of moves to make to work seriously and set out open doors (Brown, 2007).

Empirical Reviews

The investigation of Mohamed (2016) examined the impact of complete quality administration on the upper hand in transport and coordinations firms in Mombasa Province in Kenya. The examination utilized a cross-sectional unmistakable overview plan which was considered as the most suitable time skyline because the data was assembled at a specific point on schedule or over a brief period. The objective populace 61 vehicle and coordinations firms in Mombasa District and because of the little size of this populace, there was no examining consequently the investigation was an evaluation review. A semi-organized survey was the primary information assortment instrument. A total of 61 polls flowed among the investigation populace, of which 43 of the respondents gave input on the survey, addressing a 72% reaction rate which was considered sufficient.

Information examination with the assistance of SPSS created graphic measurements and connection results. The outcomes showed that the client center has been executed generally followed by initiative and top administration responsibility while learning association and collaboration and representative responsibility have been carried out to a little degree. Generally speaking, TQM has been embraced to a moderate degree and the effect of TQM on the upper hand is additionally moderate. The investigation suggested that chiefs should view TQM as an administrative rule that is more than authority, client center, frameworks, association's way of life, collaboration, provider relationship, or preparing. It's anything but a mix of all the TQM rehearses and fruitful execution that suggests that exertion and perseverance are necessary to discover amicability for every association.

The investigation of Owusu and Duah (2018) zeroed in on assessing absolute quality administration as an upper hand apparatus in versatile telecom administrations in Ghana. The graphic examination technique was utilized since a large part of the information assortment depended on polls. The investigation utilized a quantitative technique intended to get a few audits from clients or purchasers, telecom organizations, and different associations on complete quality administration as a serious instrument in the portable telecom administrations in Ghana. One hundred and fifty (150) cell phones clients from portable telecom firms in and from Ghana were tested for the investigation since it's getting late requirements and restricted assets accessible. Information was gathered utilizing a survey. Information was examined utilizing SPSS and summed up as recurrence tables and bar outlines. The investigation uncovered that supporters who chose to buy into the MTN network considered "long time utilization" as their most significant characteristic. Furthermore, the endorsers likewise consider "more extensive inclusion" as their next most significant characteristic with regards to the membership of an organization. Besides, most of the endorsers considered "lower taxes" as their third most significant quality that draw them in picking MTN and Vodafone organizations. The most un-significant (or compelling) trait is "tosses of the dice". Furthermore, respondents consider "client care" as the most significant and "gathering advantage" of the organization administrator as the most un-significant factor while picking an organization. The investigation inferred that all-out quality administration is viewed as an upper hand instrument in the versatile telecom administration industry in Ghana. It was suggested that portable media transmission network administrators should expand their inclusion region to build catchment region to draw in more likely endorsers, considering the investigation discoveries that more extensive inclusion is quite possibly the most imperative ascribes.

Accordingly, the administrators ought to decrease the expense of administrations and bundles, where fundamental, to draw consideration or draw in more expected supporters.

The investigation of Wibowoa and Adisty (2017) analyzed the all-out quality administration in the oil and gas businesses in Indonesia to demonstrate its impact on the cutthroat execution. Essential information was utilized in the examination by utilization of a survey which was appropriated to a few oil and gas industry organizations. Test outcome which utilized exemplary presumption showed that the survey was viewed as typical and didn't experience the ill effects of multicollinearity and heteroscedasticity. The information was tried utilizing different direct relapses. The information was tried all the while and halfway. The aftereffect of all-out quality administration was demonstrated to have a huge relationship to cutthroat execution. However, part of the way not all segments of absolute quality administration demonstrated to influence serious execution. This was because the test just utilized various direct relapses, so the outcomes got were less explicit.

Methodology

The investigation is an expressive examination plan. Engaging examination configuration decides that it is followed when there is a need to clarify something in subtleties. For this situation, the exploration question is arranged and organized and the data required is characterized (Malhotra, 2007). The populace for this examination is 759 drawn across four new ages and three old age banks separately in Delta State. Additionally, an example size of 262 utilizing the Taro Yamani recipe was utilized for the examination. Legitimacy was set up expertly while content validity. Cronbach's alpha was utilized to test dependability and to get to the nature of the estimation. An acknowledgment level for Cronbach's alpha is 0.7 or higher while 0.7 underneath means frail unwavering quality (Seckaran, 2001).

Result and Discussion

Data Presentation

Research Question One: what impact do leadership and top management commitment in total quality management have on the sustainable competitive advantage of firms?

Leadership and Top Management Commitment

Table 1 Showing Leadership and Top Management Commitment Question from number 1-5

S/N	ITEMS	SCALE					
		1	2	3	4	5	\bar{x}
1	In my bank, top management establishes quality policy and quality objectives and communicates to the organization	9 (3.7)	15 (6.2)	23 (9.5)	101 (41.7)	94 (38.8)	4.06
2	Top management ensures the availability of resources to achieve objectives	5 (2.1)	16 (6.6)	32 (13.2)	78 (32.2)	111 (45.9)	4.13
3	In my bank senior executives clearly articulate the organization's values relevant to quality and continuous quality improvement	9 (3.7)	11 (4.5)	14 (5.8)	100 (41.3)	108 (44.6)	4.19
4	The behavior of the senior executives is consistent with values relevant to quality and continuous quality improvement.	3 (1.2)	9 (3.7)	10 (4.1)	111 (45.9)	109 (45)	4.30
11	The senior executives generate confidence that efforts to improve quality will succeed.	4 (1.7)	16 (6.6)	12 (5)	76 (31.4)	134 (55.4)	4.32
	Mean of means						4.20

Source: Field survey, 2021

NB: The figures in the bracket are in percentage

From Table 1, 80.5% expressed agreements that during their financial institution, pinnacle control establishes great coverage and great goals and communicates to the organization, 9.5% had been not sure whilst 9.9% indicated confrontation that during their financial institution, pinnacle control establishes great coverage and great goals and communicates to the organization. With an average rating of 4.06, we can say that on average, the maximum of the respondents agreed that during their financial institution, pinnacle control establishes great coverage and great goals and communicates to the organization. Similarly, a bit extra than three-quarters of the respondents (78.1%) agreed that pinnacle control guarantees the provision of sources to reap goals, 13.2% had been unsure whilst 8.7% expressed confrontation that pinnacle control guarantees the provision of sources to reap goals. The suggested rating for this object (4.13) indicates that the respondents agree that pinnacle control guarantees the provision of sources to reap goals. While, 85.9% are in settlement that during their financial institution senior executives surely articulate the organization's values applicable to great and non-stop great improvement, 8.2% had been in confrontation whilst 5.8% had been not sure if of their financial institution senior executives surely articulate the organization's values applicable to great and non-stop great improvement. With the suggested rating of 4.19, we can say that the respondents agree that during their financial institution senior executives surely articulate the organization's values applicable to great and non-stop great improvement.

For the object “The behaviour of the senior executives is regular with values applicable to great and non-stop great improvement” 9 of each ten respondents (90.9%) indicated settlement to this object, 4.9% had been in confrontation whilst 4.1% had been not sure for this object respectively. The suggested rating for this object (4.30) means that the respondents agree that the behaviour of the senior executives is regular with values applicable to great and non-stop great improvement. As for the “The senior executives generate a self-belief that efforts to enhance great will succeed” a bit extra than four-fifth of the respondents (86.8%) indicated settlement to this object, 8.3% had been in confrontation whilst 5% had been not sure for this object. With the suggested rating for this object (4.32), we can say that the respondents agree that the senior executives generate a self-belief that efforts to enhance great will succeed. This suggests a mean of (4.20) that indicates a conclusive judgment for the above in an organization.

Research Question Two: How does continuous improvement in total quality management affect the sustainable competitive advantage of firms?

Continuous Improvement

Table 2 Showing Continuous Improvement Question from number 6-10

S/N.	ITEMS	SCALE					
		1	2	3	4	5	\bar{x}
6	There is usage of improvement tools continuously in the process of maintenance	3 (1.2)	6 (2.5)	1 (0.4)	102 (42.1)	130 (53.7)	4.45
7	Total Deployment Maintenance (TPM) is the values usually deployed	0 (0)	12 (5)	10 (4.1)	123 (50.8)	97 (40.1)	4.26
8	The Bank carries out maintenance monitoring and capacity to enhance improvement	3 (1.2)	5 (2.1)	3 (1.2)	95 (39.3)	136 (56.2)	4.47
9	There is continuous information about quality and purpose with continuous improvement.	8 (3.3)	19 (7.9)	16 (6.6)	101 (41.7)	98 (40.5)	4.08
10	Continuous improvement and commitment is very key for management	0 (0)	4 (1.7)	7 (2.9)	135 (55.8)	96 (39.7)	4.33
Mean of Means							4.32

Source: Field survey, 2021

NB: The figures in the bracket are in percentage

In Table 2 a significant number of the respondents (95.8%) indicated agreement that they use tools for constant development in maintenance processes, 3.7% were in disagreement while 0.4% were undecided for this item. The mean score (4.45) for this item implies agreement by the respondents that they use tools for continuous improvement in maintenance processes.

It was also observed that nine of every ten respondents (90.9%) indicated agreement that they deploy the principles of total productive maintenance (TPM), 5% were in disagreement that they deploy the principles of total productive maintenance (TPM) while

4.1% were uncertain. With a mean score of 4.26, we can imply that the respondents indicated agreement that they deploy the principles of total productive maintenance (TPM). For the item “In my bank, we systematically monitor the proposals and suggestions for developments in maintenance processes” the majority of the respondents (95.5%) indicated agreement to this item, 3.3% were in disagreement while 1.2% were uncertain about this item respectively. The mean score of 4.47 for this item suggests a conclusive judgment for this item that the respondents agreed that in their bank, they systematically monitor the proposals and suggestions for improvements in maintenance processes.

Furthermore, it was observed that a little more than four-fifth of the respondents (82.2%) indicated agreement that in their bank, they are continuously informed about the quality of processes and products, with the purpose of maintenance processes improvement, 11.2% were in disagreement that in their bank, they are continuously informed about the quality of processes and products, with the purpose of maintenance processes improvement while 6.6% were uncertain. The mean score (4.08) for this item implies a conclusive judgment that the respondents agree that in their bank, they are continuously informed about the quality of processes and products, with the purpose of maintenance processes improvement. For the item “Management is committed to continuous improvement in maintenance” a significant number of the respondents (95.5%) indicated agreements for this item, 2.9% were undecided while 1.7% were in disagreement respectively. The mean score of 4.33 for this item suggests a conclusive judgment that the respondents agree that management is committed to continuous improvement in maintenance.

Judging from the mean of means (4.32) we can imply a conclusive judgment that the respondents are high for continuous improvement in the organization.

Sustainable Competitive Advantage

Table 3 Showing Sustainable Competitive Advantage Question from number 11-15

S/N	ITEMS	SCALE					x̄
		1	2	3	4	5	
11	My bank can offer prices as low or lower than our competitors	3 (1.2)	7 (2.9)	5 (2.1)	100 (41.3)	127 (52.5)	4.41
12	My bank can compete based on quality	2 (0.8)	6 (2.5)	6 (2.5)	119 (49.2)	109 (45)	4.35
13	My bank offers products and services that are highly reliable	0 (0)	9 (3.7)	8 (3.3)	117 (48.3)	108 (44.6)	4.34
14	My bank offers high-quality products and services to its customers	3 (1.2)	6 (2.5)	39 (16.1)	112 (46.3)	82 (33.9)	4.09
15	My bank delivers customer orders on time	12 (5)	24 (9.9)	80 (33.1)	82 (33.9)	44 (18.2)	3.50
	Mean of means						4.14

Source: Field survey, 2021

NB: The figures in the bracket are in percentage

From Table 3, it was observed that a significant number of the respondents (93.8%) indicated agreement that their bank can offer prices as low or lower than their competitors, 4.1% were in disagreement while a minority (2.1%) were undecided if their bank can offer prices as low or lower than their competitors. With a mean score of 4.41, we can imply that on average, the respondents are in support that their bank can offer prices as low or lower than their competitors.

It was also seen that the majority of the respondents (94.2%) indicated agreement that their bank can compete based on quality, 3.3% were in disagreement while 2.5% were undecided if their bank can compete based on quality. The mean score of 4.35 for this item implies that on average the respondents are in support that their bank can compete based on quality. A substantial number of the respondents (92.9%) indicated agreement that their bank offers products and services that are highly reliable, 3.7% were in disagreement while 3.3% were uncertain if their bank offers products and services that are highly reliable. The mean score of 4.34 for this item implies that on average, the respondents are in support that their bank offers products and services that are highly reliable.

For the item “My bank offers high-quality products and services to its customers” four-fifth of the respondents (80.2%) indicated agreement to this item, 16.1% were undecided while 3.7% expressed disagreement to this item respectively. The mean score (4.09) for this item implies that the respondents are in support that their bank offers high-quality products and services to its customers. As for the item “My bank delivers customer orders on time” a little more than half of the respondents (52.1%) agreed with this item 33.1% were undecided while 14.9% were in disagreement for this item respectively. With a mean score of 3.50, we can imply that on average, the respondents are in support that their bank delivers customer orders on time. The mean of means (4.14) suggests a conclusive judgment that on average, the respondents are high on sustainable competitive advantage.

Correlation Coefficient

To identify relationships among the variables, a correlation analysis was performed. The Pearson correlation test is the most widely used bivariate test. The correlation test results are shown in figure Table 4. below;

Table 4 Correlation coefficient between variables for the study

Correlations		SUSTCOMPAD VTG	LDTPMGTCO MM	CONTIMPRV MT	CUSTOMRF CS	STRTGCPN NG
SUSTCOMPAD VTG	Pearson Correlati on	1	.648**	.680**	.520**	.401**
	Sig. (2- tailed)		.000	.000	.000	.000
	N	242	242	242	242	242
LDTPMGTCOM M	Pearson Correlati on	.648**	1	.799**	.542**	.365**
	Sig. (2- tailed)	.000		.000	.000	.000
	N	242	242	242	242	242

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

At a 0.01 significance level, several strong relationships can be identified. As observed from Table 4, leadership and top management commitment (0.648) and continuous improvement (0.680) has a positive and strong correlation with a sustainable competitive advantage.

Multiple Regression Analysis

Multiple regressions were conducted to establish the impact of total quality management on sustainable competitive advantage. The results are shown in the Tables below.

Table 5 Model Summary of Multiple Regression Analysis

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.724 ^a	.525	.516	1.934	1.728
a. Predictors: (Constant), STRTGCPNNG, CUSTOMRFCS, LDTPMGTCOMM, CONTIMPRVMT					
b. Dependent Variable: SUSTCOMPADVTDG					

Source: SPSS output of field survey data, 2021.

The size of the R² (.525) in Table 4.3.8 above implies that the independent variables collectively explained 52.5% of the variation in the dependent variable. Thus, 52.5% of the variance in sustainable competitive advantage is accounted for by the joint predictive power of leadership and top management commitment and continuous improvement, while the remaining percentage is explained by exogenous factors. Consequently, the Durbin Watson statistics is 1.73 which is between 1.5 and 2.5 and shows that the data is not autocorrelated.

Table 6 ANOVA

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	978.233	4	244.558	65.362	.000 ^b
	Residual	886.763	237	3.742		
	Total	1864.996	241			
a. Dependent Variable: SUSTCOMPADVTG						
b. Predictors: (Constant), STRTGCPLNNG, CUSTMRFCs, LDTPMGTCOMM, CONTIMPRVMT						

The p-value for the F statistic (.000) is <.05. This means that at least one of the independent variables is a significant predictor of the dependent variable (sustainable competitive advantage).

Hypotheses Testing

This section tests the impact of leadership and top management commitment and continuous improvement, on sustainable competitive advantage. This hypothesis was tested using multiple regression analyses presented in Table 7 below.

The Decision Rule

If the chance worth calculated is larger than (>) the important level of significance, then the null hypotheses are accepted whereas the alternate hypothesis is rejected and vice versa. If the probability value of 0.00 is smaller than the critical value of 5% (i.e. $0.00 < 0.05$) we conclude of the given parameter that it's statistically important. during this situation, it is accepted that there's a desire to reject the null hypotheses and to just accept the alternate. Gujarati and Porter (2009) ascertained that after we reject null hypotheses, we are saying that our findings are statistically significant and vice versa. Thus the p-value for the hypotheses testing is at 0.05(5 %) i.e. the tolerable error thereby inserting the extent of significance at 5%.

Table 7 Multiple Regression Coefficients Analysis

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.370	1.374		.269	.788
	LDTPMGTCOMM	.241	.079	.232	3.049	.003
	CONTIMPRVMT	.399	.088	.356	4.557	.000
	CUSTMRFCs	.185	.066	.156	2.815	.005
	STRTGCPLNNG	.138	.054	.127	2.585	.010
a. Dependent Variable: SUSTCOMPADVTG						

Source: SPSS output of field survey data, 2021.

Hypothesis One

HO1: Leadership and top management commitment in total quality management have no significant effect on sustainable competitive advantage.

The result shows that leadership and prime management commitment in total quality management exert a positive and vital impact on property competitive advantage ($\beta = 0.232$, $p = 0.003$). The result indicates that an amendment in leadership and top management commitment in total quality management can result in a 0.232 change in sustainable competitive advantage. Sample knowledge provided convincing proof that there's a statistically necessary affiliation between leadership and top management commitment in total quality management and sustainable competitive advantage. so we tend to reject the hypothesis that states that leadership and top management commitment in total quality management haven't any significant effect on property competitive advantage and settle for the alternate hypothesis that leadership and prime management commitment in total quality management have a major impact on sustainable competitive advantage.

Hypothesis Two

HO2: Continuous improvement in total quality management has no significant impact on sustainable competitive advantage

Results disclosed the existence of a positive affiliation between continuous improvement in total quality management and property competitive advantage. The connection between continuous improvement in total quality management and sustainable competitive advantage is positive and statistically vital ($\beta = 0.356$, $p = 0.000$). The result implies that a unit amendment in continuous improvement in total quality management can result in a 0.356 unit change in sustainable competitive advantage. Sample knowledge provided convincing proof that there's a positive and significant impact between continuous improvement in total quality management and sustainable competitive advantage. We, therefore, reject the hypothesis that states continuous improvement in total quality management has no vital impact on property competitive advantage and settle for the hypothesis that continuous improvement in total quality management incorporates a significant impact on sustainable competitive advantage.

Results and Discussions

Leadership and High Management Commitment and Property Competitive Advantage

Top Management in organizations maintains the leadership responsibility for the quality management systems, with the involvement of all structure employees. This responsibility includes; guaranteeing the provision of resources to any or all workers to create certainly improved service delivery is achieved for the conclusion of the organization's vision and mission. Establishing and reviewing the standard policy and quality objectives quarterly to make sure compliance to the standard standards (Soltani, 2005). McLeod and MacDonell (2011) emphasized the importance of high management incomes as a result of it plays varied roles inside the organization like influencing attitudes, encouraging user participation, creating a positive context for amendment, overseeing the event of the project, managing political conflicts, and guaranteeing the provision of resources. Cole and Phil (2011) made public leadership as a result of the strategy of influencing others to understand and agree regarding what has got to be done and also the thanks to attempting to do it, and thus the method of facilitating individual and collective efforts to accomplish shared objectives. Such leaders need to provide a clear vision of the organization's future and set troublesome goals and targets. it' only through unity of purpose and direction of employees that succeed the organization's objectives. they ought to maintain indoor surroundings where folks can get involved by establishing trust and eliminating worry. it's the role of leaders to stipulate the mission, vision, and goals that promote quality culture and establish a set of shared values, resulting in high performance (Kanji, 2008). Therefore, the requirement for the whole commitment of high management need to be understood, communicated, enforced and maintained within the slightest degree levels inside the organization. The importance of quality management practices ought to be emphasized at the highest, where serious commitment to performance ought to be demonstrated through a clear framework that features the organization's guiding philosophy, core values, and beliefs, purpose, associate degreed mission (Terziovski, Power & Sohal, 2003). Conclusively, Civi (2000), declared that whereas not the support of superior managers, the success of data management activities is cumbersome (Civi, 2000). only durable leadership would possibly provide the obligatory direction, where an academic degree enterprise will implement and effectively deploy a knowledge management strategy (Abebe, 2016). to grasp the potential of information management, structure leadership ought to offer the proper surroundings to inspire its workers to change the creation, organization, and sharing of information (Abell & Oxbrow, 1999). Salleh & Goh (2002) assert that leadership skills area unit essential to inferior managers, as the're that United Nations agency leads the modification in lower levels. It'll thus be all over

that leadership and high management commitment can be a vital enabler to unvanquished knowledge management implementation that's anticipated to increase structure competitive advantage (Abebe, 2016).

Nonstop Improvement and Practical Upper Hand

The huge incentive for persistent improvement in absolute quality management is 0.000 from the coefficient table. When contrasted and the examination level of importance (0.05), ceaseless improvement in all-out quality administration has a critical and beneficial outcome on the feasible upper hand. The measurable meaning of the outcome infers that persistent improvement incomplete quality administration gives the firm a practical upper hand. The t measurements esteem then again show 4.557. It infers that persistent improvement in all-out quality administration positively affects a reasonable upper hand. The positive outcomes gave substantial proof concerning the achievement of nonstop improvement incomplete quality administration and its impact on the practical upper hand in the Nigerian store cash bank. One percent (1%) development in supportable upper hand is represented by a normalized coefficient of ($\beta = 0.356$). The r-esteem is 0.724 while the r-squared worth of 0.525 portrays close to integrity of the fit connection between ceaseless improvement in all-out quality administration and the manageable upper hand. The changed r square worth on its part shows 0.516 (stressing non-false of variable) and this shows that development in manageable upper hand is anticipated by the variation in the model particular to the tune of 51.6% while different elements excluded from the model detail has an impact of 48.4%. A Durbin Watson worth of 1.728 is additionally uncovered from the examination. This finding is by Maletic, Maletic & Gomiscek (2012) that tracked down a persistent improvement to have a positive and critical impact on performance. The finding is additionally like the case of Pintelon, Pinjala & Vereecke (2006) that in a contemporary profoundly testing climate, ceaseless improvement has been considered as a pivotal factor for competitiveness. Bessant, Caffyn & Gallagher (2001) likewise inferred that nonstop improvement is seen as a specific arrangement of schedules that can assist an association with acquiring reasonable cutthroat advantage. However, Wibowoa and Adistyb (2016) tracked down that constant improvement essentially affected the upper hand.

Conclusion

All out quality administration isn't just founded on the way of thinking of giving consumer loyalty and quality labor and products yet it is focusing on future necessities. Further developing quality will bring about a few side-effects, including further developed

conveyance and diminished expense. Complete quality administration means consistently work on the different cycles and practices in the association. The current examination was left upon to decide the effect of all-out quality administration in advancing economical upper hand in Nigerian banks. The study presents that the best absolute quality administration results can be accomplished when there is a sensible commission on the authoritative pioneers and top administration,

Recommendations

1. The administration/top supervisory crew should in every case live as a visual demonstration by ceaselessly displaying practices that help the functional excellent objectives and show monstrous help inside and out. They should consistently guarantee that there is no distinction between the structure squares of functional greatness: individuals, methodology, authoritative cycles, and innovation, and empower consistently en route.
2. Management should comprehend and seek endless improvement. This should cover arranging and working cycles, giving data sources, assessing yields, inspecting execution, and altering measures and their sources of information.

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