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# Total Quality Management (TQM) And Its Influence On Customer Satisfaction

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**Abstract:** Total Quality Management (TQM) is an important approach to improving product quality and customer satisfaction in herbal manufacturing companies. This study investigated TQM and its influence on customer satisfaction at Gangaria De Flush Herbal Mixture in Osogbo, Osun State, Nigeria. Specifically, it examined TQM implementation, its relationship with customer satisfaction, the contributions of continuous improvement and employee involvement, and implementation challenges. A descriptive survey design was employed. Questionnaires were distributed to 120 employees across production, quality control, packaging, and customer service departments, with 110 usable responses, representing a 91.7% response rate. Data were analysed using descriptive statistics and Pearson Product Moment Correlation. Findings revealed that TQM practices were implemented within the organisation, particularly through management commitment, quality policies, and customer-focused processes. TQM demonstrated a significant positive relationship with customer satisfaction ($r = 0.682$, $p < 0.05$). Continuous improvement ($r = 0.711$) and employee involvement ($r = 0.654$) also showed significant positive relationships with customer satisfaction. Major implementation challenges included inadequate funding, insufficient training, resistance to change, inconsistent management commitment, and outdated equipment. The study recommends stronger management commitment, continuous employee training, increased investment in quality programmes, and improved technological resources to enhance customer satisfaction.

**Keywords**: customer satisfaction; gangaria-de flush; herbal; motivation; total quality management.

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## INTRODUCTION

Total Quality Management (TQM) has emerged as a cornerstone of organizational improvement and a strategic driver of customer satisfaction. Rooted in principles such as continuous improvement, employee involvement, and process optimization, TQM provides a structured framework for enhancing operational efficiency and aligning organizational processes

with customer expectations (Juran & Gryna, 1970). In an increasingly competitive global marketplace, customer satisfaction is not only a key determinant of business success but also a critical factor for fostering customer loyalty and retention (Kotler et al., 2021). Companies that excel in TQM practices consistently report higher levels of customer satisfaction, as these methodologies ensure that products and services consistently meet or exceed customer expectations (Imai, 1986).

TQM is a management strategy that aims to improve customer satisfaction and performance by delivering high-quality products and services with the involvement and collaboration of all stakeholders, as well as teamwork by applying quality management techniques and tools (Ali AlShehail et al., 2022). With the fast development of the worldwide economy, Organizations are trying to achieve and maintain high notches of performance to work on their overall performance and effectiveness. Companies face a fluctuating economical market on a global scale, with a growing focus on quality, customer satisfaction, productivity, economic uncertainty, and organisational culture, technical innovation (Hilman et al., 2020). Total quality management (TQM) is an ethical and comprehensive approach used by businesses to continuously improve their processes, goods, and services while involving all relevant parties in order to increase performance and sustainability and satisfy consumers.

TQM is an all-encompassing strategy that includes every employee in quality improvement projects with the goal of continuously improving procedures, goods, and services. Process optimization, defect prevention, and customer focus are examples of TQM principles that reduce waste, improve product quality, and boost customer satisfaction in production organizations. TQM promotes responsiveness, consistency, and efficiency in service organizations, which improves customer satisfaction and loyalty. Sadikoglu & Olcay, (2014) As we step into the industrialized era, business organizations should not narrow their efforts to meet just the demand of customers through the provision of goods and services, they should focus on quality assurance as well (Kareska, 2023).

With the growing focus on quality, most organizations continue to grapple with failures on service, defective products, late delivery, and customer service failures. These failures usually result in customer dissatisfaction, bad brand reputation and loss of revenue. In spite of the fact that TQM has been known to offer a solution to issues regarding quality, the implementation is not practiced well in certain entities particularly in the emerging markets. The discrepancy between the principles and the practices of TQM is one of the key issues. The pressure on organizations to implement effective quality management strategies is further adversified by the rivals who have better quality of service and innovation. Nevertheless, lack of awareness about the advantages of TQM, inadequate involvement of the staff, and improper monitoring systems tend to lead to inconsistent customer satisfaction levels. If organizations do not trust the TQM, resources invested in its implementation will be lost (Durairatnam et al., 2020). So, companies are led to implement TQM practices in the true spirit (Abdul et al., 2019). As a result, to implement TQM approach, management commitment, training and continuing education, use of empowerment and teamwork and adequate attention to internal and external customers are necessary (Chen et al., 2020).

According to Barman, (2021), TQM is the effort to control the quality of the final products, services, and customer experience. TQM is a management approach that focuses on continuously improving the quality of products and services through the involvement of all employees and the

integration of various business processes (Acquah et al., 2023). It aims to enhance customer satisfaction and loyalty by meeting or exceeding their expectation. It is widely believed that the goal of every organization is to meet the expectations and requirements of its stakeholders. This is very crucial for both the organizations perpetual existence and their growth and development. (Kareska, 2023). The quality of products and/or services provided by the organization is a determinant factor of its healthy competitiveness in the market. In every business customer is the first priority, without loyal customers businesses are not likely to flourish (Babatunde & Akinnawo, 2026).

Customer satisfaction rating can have significant effects within a firm. They focus employees on the importance of customer expectation and when the ratings decline, they signal problems that may have an effect on revenue and profitability of the business (Nassar et al., 2015). That is why firms need to take cognizance of customer satisfaction as top priority. This study defines customer satisfaction in the context of manufacturing firms, which refers to the degree to which customers are satisfied with the products or services they receive from a manufacturing company. It is a critical aspect of business success, as satisfied customers are more likely to become repeat customers, recommends the firm to others, and contribute to the company's overall profitability (Nassar et al., 2015).

This means that quality of the products manufactured by the firm is a key determinant factor of customer's satisfaction. High-quality products that meet or exceed customer expectations are more likely to result in satisfied customers. This is why organizations should concentrate on application of TQM philosophy through continuous improvement, quality work circle and benchmarking to ensure customer satisfaction. This is particularly critical in herbal product manufacturing, where product efficacy and safety are important to customers. According to Yu et al., (2020), TQM is the application of quantitative methods and human resources that improve all processes within an organization and exceed both current and future customer needs. For Marchiori & Mendes, (2020), TQM is a holistic management approach, increasingly applied to continuous improvement of organizational processes and focused on attending to clients' needs, a long term perspective, employee involvement, teamwork, redesigning processes and relationships with suppliers. Thus, TQM ensures that managers adopts quality strategies, focuses on prevention and has an important engine to improve performance (Toke & Kalpande, 2020).

The objective of ongoing internal practice improvement is to raise the standard of an organization's outputs, including its products and services. The goal of total quality management is to hold everyone responsible for the overall standard of the finished product or service. Two of the eight guiding principles of TQM are adhering to established procedures and prioritizing customer needs. The entire organization must collaborate as a single entity in the pursuit of excellence in order to successfully implement TQM practices. With proper TQM implementation, a business can produce a product for less money. Businesses that use TQM deliver more dependable products that boost customer loyalty through a focus on quality and the elimination of waste. Due to the fact that TQM affects every department within an organization, a business may experience significant cost savings in the areas of material sourcing, production, distribution, or back-office operations. Successful TQM implementation typically results in organizations being able to change more quickly and plan ahead to avoid obsolescence (ASQ, 2023).

Total Quality Management (TQM) is a holistic management philosophy that emphasizes continuous improvement, customer orientation, and employee engagement. It provides a

structured approach to quality enhancement by integrating iterative improvement processes and fostering active employee participation. Central to TQM is the principle of continuous improvement, which ensures that organizations remain adaptive to customer needs and market trends. Perceived quality, a critical determinant of customer satisfaction, is shaped by customers' evaluations of a product or service's overall excellence. The connection between continuous improvement and perceived quality is evident in methodologies like Six Sigma, which enhance quality through process standardization and defect reduction.

According to ISO standards, TQM is an approach to organizational management focused on quality, customer satisfaction, and long-term success (García-Alcaraz et al., 2021). The concept of TQM in tegrates fundamental management techniques, existing improvement efforts, and technical tools under a disciplined approach (Sofyan & Tarihoran, 2023). TQM is a customer-centric approach that prioritizes understanding and meeting customer needs, focusing on continuous improvement in organizational performance (Dash, 2024). It involves employee involvement, process optimization, strong leadership, supplier relationships, data-driven decision-making, ongoing training, benchmarking, and recognition systems for organizational success. TQM is a comprehensive framework that combines these various components to achieve and maintain excellence in businesses' processes, services, and products (Jasti et al., 2022).

Customer satisfaction is a term commonly used in marketing. It is a measure of a company's ability to meet or exceed consumer expectations with its products and services. The term customer satisfaction refers to the number of customers or percentage of total customers, whose reported experience with a firm, its products, or its services (ratings) exceeds specified satisfaction goals. Rasheed, (2016), considers about 200 senior marketing managers, out of which 71% said they consider a customer satisfaction indicator highly beneficial for operating and monitoring their firms. Customer satisfaction is the entire attitude that a client has toward a service provider, or their emotional response to the discrepancy between their expectations and what they actually receive. It is just the result of the gap between perceived performance and expectation (Rasheed, 2016).

Total Quality Management (TQM) involves all organizational members, from top management to frontline employees, in a continuous effort to improve product or service quality and meet customer needs (Kamaruddin et al., 2021). It emphasizes customer focus, continuous improvement, data-driven decision-making, and employee empowerment. TQM affects customer satisfaction by prioritizing quality in all customer interactions (Fernandes & Fernandez, 2022). Its application encourages organizations to refine processes, reduce errors, increase efficiency, and improve customer experience. Engaging employees in quality improvement leads to higher job satisfaction and better service, which enhances customer satisfaction. TQM not only focuses on product quality but also on positive customer interactions, from ordering to post-purchase, contributing to customer satisfaction (Rezky et al., 2023). Proactively addressing customer issues, such as handling complaints and refining service procedures, further boosts satisfaction. There are a number of theories that describe the impact of Total Quality Management (TQM) on customer satisfaction as the conceptual framework behind the understanding of the relationship between quality practises and customer outcomes in manufacturing companies.

The main aspects that relate to customer satisfaction are: *Commitment of Leadership* The managers should be committed to quality initiatives to make sure that the employees are trained and the processes are standardised. In the manufacturing sector, this would minimise the defects

in the product and increase reliability that has a direct effect on customer satisfaction. *Continuous Improvement* Firms need to keep on reviewing and improving production processes. *Involvement of employees* It involves the employee in making the decision related to quality at all levels, therefore making them feel a sense of ownership and accountability. At a factory, when the workers detect and remedy inefficiencies in the process, the quality of the final product increases and the customer confidence increases.

The theory of Deming has been used in manufacturing operations of industries, including the automotive industry, electronics, and consumer goods, demonstrating that, using TQM, the efficiency of operations and customer satisfaction are increased (Khan et al., 2021). Senarath et al. (2020) examined the impact of TQM methods on operational performance in Sri Lankan large-scale manufacturing enterprises, based on data from 279 samples. Structural equation modeling tests two hypotheses. Results show that TQM procedures positively influence operational performance, with each of the six measures showing a favorable impact. Implementing TQM can help firms maintain market competitiveness by improving peak performance.

Mhmd et al. (2020) examined the impact of the TQM on the Cooperative of State Employees (CSE) in Lebanon. It aims to build a conceptual framework for the successful implementation of the TQM system. The results show that implementing the TQM system significantly improves the CSE's financial performance, but not its managerial performance. The research's findings provide valuable insights for high management. Saffar, N. & Obeidat, (2020) explored the effects on employee efficiency, worked with a moderating share of expertise for the Interior Ministry of Qatar, of Total Quality Management (TQM) activities in their dimensions. TQM includes the focus on our clients, staff engagement, constant development, leadership & good direction and management of operations. The findings suggest that TQM activities with their measurements have a share of awareness effects on employee efficiency. The findings of their study help to establish and execute various strategic directions, which improve employee efficiency by embracing TQM and spreading a knowledge-sharing culture.

Dewi Anggadini et al. (2021) investigated the impact of TQM on Bali's coffee-exporting enterprises in Kintamani. The research focuses on factors such as employee empowerment, continuous development, and customer emphasis. A balanced scorecard technique was used to measure the success of the organization. The findings show that employee empowerment, continuous improvement, and customer attention positively impact the performance of coffee-exporting businesses in Kintamani. Continuous improvement has a stronger effect than employee empowerment and customer focus. The research concludes that TQM is crucial for Indonesian coffee exporting businesses to compete globally and requires support from authorities and interested parties.

Lepist€o et al. (2024) examined the effects of TQM in Finnish Small and Medium Sized Enterprises (SMEs) on employees, customers, and corporate reputation. Based on a structured survey, the results indicate that four TQM dimensions-Management/leadership, Customer Focus, Personnel Management, and Risk Management are associated with personnel satisfaction, whereas two dimensions are to Customer Focus and Product Management are related to customer satisfaction. The reputation of the firm has no impact on any of the TQM parameters. The impact of the European Foundation for Quality Management (EFQM) 2019 and ISO 9001: 2015 quality standards are also taken into account, which significantly enhances the value of TQM

research. The research also takes into account the implications of EFQM standards and ISO 9001 certification.

The study suggests that companies should prioritize employee well-being and satisfaction to foster long-term customer trust. Meyer et al. (2023) assessed the contribution of employee involvement initiatives to customer satisfaction. The research demonstrated that active employee participation in quality management results in more reliable service delivery and increased customer trust. The study suggests that organizations should create an inclusive work environment where employees feel empowered to contribute to service quality improvements.

Previous empirical studies on TQM have largely been conducted in public institutions, service industries, large-scale manufacturing enterprises, cooperatives, coffee-exporting businesses and SMEs in Qatar, Sri Lanka, Lebanon, Indonesia and Finland, and have mostly examined employee, operational, financial or organisational performance as the outcome of TQM. Empirical evidence on how TQM practices, particularly continuous improvement and employee involvement, relate to customer satisfaction in herbal manufacturing firms in Nigeria, where product efficacy and safety are critical, is still limited. Therefore, this study contributes by examining the implementation of TQM, its relationship with customer satisfaction, the role of continuous improvement and employee involvement, and the challenges of TQM implementation in Gangaria De Flush Herbal Mixture, a herbal manufacturing company in Osogbo, Osun State, Nigeria.

The research covers such an issue as identifying the contribution of TQM practices to the enhancement of customer satisfaction and the question of whether organizations are using such practices properly to fulfill the expectations of customers. The broad objective of this study is to investigate the total quality management (TQM) and its influence on customer satisfaction. The specific objectives are to investigate the extent to which total quality management (TQM) practices are implemented in the organizations, examine the relationship between total quality management (TQM) and customer satisfaction, determine how continuous improvement and employee involvement affect customer satisfaction, and identify challenges associated with the implementation of total quality management (TQM) in organizations.

## RESEARCH METHOD

### Research Design

The research design of this study is a descriptive survey study. This design is selected because it has been identified to provide detailed and factual information about respondents regarding TQM practices and their effects on customer satisfaction within Gangaria De Flush Herbal Mixture. A descriptive survey also enables the application of quantitative data in determining relationships among variables without altering anything within the research setting.

The research hypotheses of this study are $H_{01}$: Total quality management (TQM) practice are not often implemented in the organizations; $H_{02}$: There is no significant relationship between total quality management (TQM) and customer satisfaction; $H_{03}$: Continuous improvement and employee involvement do not significantly influence customer satisfaction; and $H_{04}$: Challenges in implementing total quality management (TQM) do not significantly affect customer satisfaction.

### Sources of Data

The data sources used in this research are Primary and secondary data. The primary data method used was questionnaires. The secondary data methods used for this study are review,

textbooks, journals, unpublished works of other researchers, newspapers, and other relevant publications.

### Population of the Study

The population includes all employees and managerial staffs operating within the production, quality control, packaging and customer service units at Gangaria De Flush Herbal Mixture Manufacturing Plant. The number of the employees is estimated to be 120 as indicated by the administrative records of the company (2025).

### Sample Size and Sampling Techniques

The census sampling method employed due to the manageable size of the population which is 120 employees.

## RESULT AND DISCUSSION

This chapter includes the discussion of data obtained among the staff members of Gangaria De Flush Herbal Mixture. The analysis is designed to discuss the objectives and hypotheses of the study using descriptive statistics and Pearson correlation.

### Questionnaire Administration and Response Rate

One hundred and twenty copies of questionnaire were distributed. Of these, 110 were returned, and found usable. This constitutes a 91.7% response rate and is sufficient to make analysis and generalisation.

**Table 1.** Demographic Characteristics of Respondents

| Variables | Categories | Frequency | Percentage |
|---|---|---|---|
| **Gender** | Male | 60 | 54.5% |
| | Female | 50 | 45.5% |
| **Age** | 20–30 years | 50 | 45.5% |
| | 31–40 years | 40 | 36.4% |
| | 41 years & above | 20 | 18.1% |
| **Department** | Production | 40 | 36.4% |
| | Quality Control | 25 | 22.7% |
| | Packaging | 20 | 18.2% |
| | Customer Service | 25 | 22.7% |
| **Years of Experience** | Below 5 years | 55 | 50.0% |
| | 5–10 years | 35 | 31.8% |
| | Above 10 years | 20 | 18.2% |

**Source:** Field Survey, 2025

**Interpretation**: Most of the respondents are young and talented frontline employees engaged in the quality operations directly.

**Analysis Based on Research Questions**

**Research Question 1:**

**To what extent is total quality management (TQM) implemented in the organization?**

**Table 2.** Total quality management (TQM) in the Organization

| Item | Mean | Decision |
|---|---|---|
| **Statements 1–5** | Mean = **3.94** | High extent |

**Source:** Field Survey, 2025

**Interpretation**: TQM Respondents believe that such TQM practices are well considered in the management; commitment, quality beliefs, benchmarking and monitoring process with the focus on customers.

**Research Question 2:**
**What is the relationship between total quality management (TQM) and customer satisfaction?**

**Table 3.** Quality management (TQM) and customer stisfaction

| Variable | Correlation Coefficient (r) | Sig. Value | Decision |
|---|---|---|---|
| TQM Practices vs Customer Satisfaction | **r = 0.682** | **p < 0.05** | Significant |

**Source:** Field Survey, 2025

**Interpretation**: There is strong, positive and statistically significant relationship - increased TQM practices mean increased customer satisfaction.

***Research Question 3:***
**How do continuous improvement and employee involvement influence customer satisfaction?**

**Table 4.** Continuous improvement and employee involvement influence customer satisfaction

| Variables | r | Sig. Value | Remark |
|---|---|---|---|
| Continuous improvement → Customer satisfaction | **0.711** | **< 0.05** | Significant |
| Employee involvement → Customer satisfaction | **0.654** | **< 0.05** | Significant |

**Source:** Field Survey, 2025

**Interpretation**: Continuous improvement has the greatest impact it has effected on customer trust through defect reduction and quick response to improvement suggestions.

***Research Question 4:***
**What challenges affect the implementation of total quality management (TQM) practices?**

**Table 5.** Implementation of total quality management (TQM) practices

| Construct | Mean | Decision |
|---|---|---|
| Funding constraint | 3.88 | Major challenge |
| Resistance to change | 3.81 | Major challenge |
| Inadequate training | 3.79 | Major challenge |
| Weak management commitment | 3.75 | Major challenge |
| Outdated equipment | 3.92 | Major challenge |

**Source:** Field Survey, 2025

**Interpretation**: Existing challenges that deter productive implementation of TQM include internal and resource-based challenges.

**Test of Hypotheses**

| Hypothesis | Test Result | Decision |
|---|---|---|
| $H_{01}$: Total quality management (TQM) practice are not often implemented in the organizations | Rejected | They are often implemented |
| $H_{02}$: There is no significant relationship between total quality management (TQM) and customer satisfaction. | Rejected | Significant relationship exists |
| $H_{03}$: Continuous improvement and employee involvement do not significantly influence customer satisfaction. | Rejected | They significantly influence customer satisfaction |
| $H_{04}$: Challenges in implementing total quality management (TQM) do not significantly affect customer satisfaction. | Rejected | Challenges significantly affect customer satisfaction |

**Source:** Field Survey, 2025

## Discussion

In this section, the results are interpreted comprehensively with regard to the research objectives, the existing literature, and the theoretical assumptions. The study findings contribute a lot towards the current body of knowledge on Total Quality Management (TQM) and its capabilities in enhancing product quality, operational effectiveness and customer satisfaction in manufacturing organisations. The research also found that TQM is moderately practiced in the organisation. Respondents affirmed major elements including management commitment, well set quality goals and integration of customer needs in production. Nevertheless, such aspects as the full application of statistical process control tools and frequent benchmarking need enhancement.

The partial application seen in Gangaria De Flush Herbal Mixture can be considered a common phenomenon in an emerging economy, as the companies might start with the basic TQM facets but might never progress to comprehensive application across the divisions. The moderate level of implementation is also similar to those of the Theory of Quality Management according to Deming that TQM cannot meet its transformative potential without sustained commitment of its top-management and constant involvement of employees. Even though management

commitment is evident at Gangaria De Flush, its complete operationalization is still latent due to structural constraints.

The results revealed a positive and high correlation between TQM and customer satisfaction. Respondents affirmed that the products are generally safe, effective and that they are consistently satisfying the expectation of customers. The power of quality management practises on customer satisfaction is also reinforced by low customer complaints and high repeat purchases. The synergies between TQM and customer satisfaction are even more important in the area of the herbal medicine manufacturing industry where product efficacy and safety are important. Also, the results coincide with the main postulates of core elements of Juran Quality Trilogy that underlines the importance of quality planning, quality control, and quality improvement as the driving forces behind customer satisfaction. These are strengths that Gangaria De Flush shows and, thus, the indications of high customer loyalty and positive feedback among the users of the herbal mixture.

The service quality can be measured with the help of SERVQUal model introduced by Parasuraman et al. in 1988 and based on five dimensions: reliability, responsiveness, assurance, empathy and tangibles. Though it was intended as a service, it can be modified to manufacturing to consider the quality of the product and the services of its delivery to the customers: *Reliability* It is a constant quality of products and correct order fulfilment. The companies of manufacturing which have stringent quality control mechanisms are able to increase reliability and customer satisfaction. *Responsiveness* This is the capability to respond to product recalls, customer inquiries, and complaints in a timely manner. Fast problem-solving augments consumer confidence in the brand. *Confidence* Educated workers and reliable managerial behaviour. The perception of the customers of increased product credibility is the effect of manufacturer maintenance of certifications (e.g., ISO 9001). *Empathy* The consideration of the particular customer requirements, e.g., customization or after-sales service. *Tangibles* The physical features like packaging of the product, documentation and hygiene of the plant.

The customer confidence is made strong by high standards. Incorporating the principles of SERVQUAL into practice, the manufacturing companies will be able to reconcile their TQM activities with the dimensions which directly affect the perceptions and satisfaction of customers (Oliver, 2022). The research established that continuous improvement and employee involvement greatly affect customer satisfaction. Employees claimed to have been involved in active quality circle meetings, empowered to halt defective production, and had a free line of communication to register improvements. Defects and production processes were also minimised as a result of continuous improvement initiatives. These reports align with Kaizen philosophy that supports the idea of incremental and continuous changes led by the whole workforce as a way of achieving operational excellence and product quality of high quality.

The findings confirm that when employees are involved in all quality decisions, fewer defects in their products are made, production becomes easier and customer satisfaction goes up. Also, the TQM theory places the employee involvement as one of the central principles of attaining high results. This theoretical basis is confirmed through the findings of the study in Gangaria De Flush where it was revealed that empowered employees make good contributors to their excellence in product and customer satisfaction. Problems that come with the implementation of TQM. It has been determined that its major challenges include: inadequate funding; resistance to change in an organization; lack of adequate training on TQM; scarcity of technological resources;

lack of commitment to management practices. These obstacles have adverse effects on the quality and level of TQM at the organisation.

This is the reason why some employees of Gangaria De Flush are hesitant towards new quality practices. Theoretically, the System of Profound Knowledge proposed by Deming argues that TQM is not capable of flourishing without a resilient dedicative leadership and sufficient resources. The reality of these challenges implies that Gangaria De Flush needs to invest more in enhancing organisational capability in order to achieve optimal TQM results. The Resource-Based View (RBV) theory represents an assumption that the organisations can acquire competitive edge by means of exploiting unique, valuable, and inimitable resources (Barney, 2020). It is possible to view TQM practices as organisational capabilities that can increase the quality of products, operational effectiveness, and customer satisfaction: *Resources of Value* Resources of value include talented labour force and well-organised quality processes that enable companies to manufacture quality products at all times.

*Rare Resources* Firms have proprietary process improvements or a unique quality assurance mechanism that creates a difference in their firm based on their competition. *Inimitable Resources* A well-established organisational culture that focuses on quality is hard to be imitated by competitors, which guarantees a customer satisfaction in the long run. When used in manufacturing, the application of RBV and TQM help to make sure that the inner skills of the organisation, i.e. the optimization of processes, training of workers, and quality inspection systems, are changed into the real improvement of the performance of the products, stability of product delivery, and consumer confidence.

## CONCLUSIONS

The findings of this research indicate that Total Quality Management (TQM) is a highly relevant element in attaining customer satisfaction in the herbal production industry, particularly at Gangaria De Flush Herbal Mixture. The study revealed a positive and significant relationship between TQM practices and customer satisfaction. Continuous improvement and employee involvement contribute to product quality, operational efficiency, customer trust, and satisfaction. Leadership commitment, quality policies, and customer-focused production processes support effective TQM implementation. However, inadequate funding, insufficient training, resistance to change, inconsistent management commitment, and outdated equipment remain major challenges. Therefore, the organisation requires integrated TQM practices, stronger management commitment, continuous employee training, and greater investment in quality improvement programmes. These efforts are essential to minimise product defects, improve customer satisfaction, strengthen customer loyalty, and maintain competitiveness in the expanding herbal manufacturing industry.

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