

Unpacking the Nexus between Total Quality Management and Marketing Performance: A Theoretical and Empirical Discourse

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Abstract

This study evaluated the effects of Total Quality Management (TQM) on marketing performance in small and medium-sized firms (SMEs) within Delta State, Nigeria. Specifically, the study examined the effect of Customer focus, ongoing growth, staff involvement, and quality verification on marketing success. A quantitative study strategy was chosen, employing a cross-sectional survey technique. Data were obtained using a standardised questionnaire distributed to managers and senior workers of the chosen SMEs, resulting in the analysis of 320 valid replies. Descriptive statistics, multiple regression analysis, and Structural Equation Modelling (SEM) using SPSS and SmartPLS were employed to examine the provided hypotheses at a 5% level of significance. The findings indicated that all the aspects of TQM display a beneficial and statistically significant effect on marketing performance. Among the TQM qualities, continuous improvement revealed as the most important predictor of marketing performance, followed by customer focus, staff engagement, and quality assurance. The data also indicated that TQM practices collectively explained a considerable proportion of the variance in marketing performance, showing high explanatory and predictive capacity of the model. The research demonstrates that the introduction of quality-driven management methods into marketing activities promotes customer happiness, brand reputation, sales growth, and overall market competitiveness. Consequently, the research suggests that SMEs should institutionalize total quality management ideas as a strategic weapon for augmenting marketing performance and retaining competitive advantage in a dynamic business environment.

Keywords: Customers Focus, Continuous Improvement, Marketing Performance, Quality Assurance, Total Quality Management

Introduction

In order to wither the storm of volatility and chronic competition in the present company sector, contemporary business organizations must be proactive and innovative in their regular work routine. This proactive mentality may not necessarily be useful in facing business challenges if a concerted effort is not made towards ensuring that the enterprises are savvy in their approach to quality related concerns. According to Oghenenyehovwo and Okorie (2022), quality is a predictor of consumer decision to buy things and services. In the opinion of several marketing researchers, preserving an acceptable level quality is vital if a firm must accomplish acceptable level of success. Many marketing organizations have supposedly met their water loo on the altar of low quality (Scot Van & Zachariodis 2017). In identical way, others have achieved decent development and success which may or not be tied to quality management approaches in these organizations.

The idea of total quality management is an embodiment of many quality variables and techniques which a commercial firm shares among its workforce if such company organizations must thrive. According to Powel (1995) quality determines and ensures competitive advantage. This shows that the success of a business set up may primarily depend on the quality of their products or services. According to Prajoro and Brown (2004), Attunes *et al* (2020), the contemporary business climate is marked by intense competitiveness in the markets and it is quality that defines their future.

A major void exists in the existing literature regarding the confluence of Total Quality Management (TQM) and marketing performance, as the empirical evidence tying TQM adoption to enhanced marketing effectiveness remains imprecise and inconclusive. Despite the expanding deployment of TQM ideas across multiple industries, the subtle linkages between TQM processes and marketing outcomes remain little understood. This information gap is particularly obvious in the context of organizational performance, where the translation of TQM operations into genuine marketing benefits remains unclear.

Furthermore, the absence of extensive study into the TQM-marketing performance nexus has culminated in a lack of knowledge of the precise mechanisms by which TQM influences marketing outcomes. The absence of a comprehensive framework for understanding the link between TQM and marketing performance restricts organization's capacity to leverage TQM efforts effectively.

Consequently, this study attempts to satisfy this research requirement by researching the consequences of Total Quality Management on marketing success, with a specific focus on describing the underlying dynamics and links that control this complex relationship.

Objectives of the Study

The principal goal of the study is to examine the effect of quality management approaches on marketing performance in small size enterprises in Delta State. The specific objectives include:

- i. To research the impact of client attention on marketing performance.
- ii. To analyse the effect of ongoing improvement on marketing performance.
- iii. To assess the influence of employee involvement on marketing performance.
- iv. To establish the relationship between quality assurance and marketing performance.

Research Hypotheses

- i. H0₁: Customer focus has no substantial effect on marketing performance.
- ii. H0₂: Continuous improvement initiatives do not appreciably effect marketing performance.
- iii. H0₃: Employee engagement has no meaningful influence on marketing performance.
- iv. H0₄: Quality assurance does not have a meaningful connection with marketing performance.

Literature Review

Existing studies in the domain of marketing tend to gravitate towards various components of overall quality augments as the predictors of success of commercial companies. Stavros (2021) suggested that there is a strong relationship between employee engagement, customer focus and marketing methods and organizational performance. This position was also maintained by Obafemi (2014), Tasie (2016) and Mehmood, Qadeer and Aftab (2014). The researcher is scared that these factors staff engagement, client focus and marketing methods may not necessarily be the only deciding criteria that could impact sales performance in Delta State, Nigeria. We likewise uncovered that additional researchers such as Pedro and Maria (2021) strongly believe that

attention on customers, involvement and continual improvement have huge influence on product innovation and organizational achievement.

In the words of Esin and Hilal (2014), comprehensive quality management is a company-wide management concept of consistently upgrading the quality of the products and services by occurring on the customer's needs and expectation to maximise customer happiness and firm success. Lysons (1996) defined total quality management as a management philosophy and corporate practices that seek to harness the human and material resources of the business in the most effective way to satisfy the objectives of the organization.

TQM is regarded as a customer focused approach that intended for ongoing improvement of corporate performance. It aims at assuring that all connected efforts are orientated towards the common objective of increasing quality of product or service as well as enhancing manufacturing process or service processes.

Medium-scale businesses are described as those firms with total assets or yearly sales of around \$10 million to \$500 million (Kuratko, 2016). They are often described by their flexibility, creativity, and capacity to react quickly to changing market conditions (Bhide 2000). Medium-scale businesses are also recognised for their effective leadership, strategy planning, and dedication to quality (Welsh & White, 1981).

Medium-scale firms have special problems, including controlling growth, protecting cash flow, and competing with larger organisations (Hisrich & Peters, 2002). They must also navigate legal systems, control risk, and protect innovation (Zahra, 2007). Additionally, medium-scale companies frequently deal with succession planning, staff management, and keeping company culture (Gersick, 1997).

Despite hurdles, medium-scale businesses provide possibility for growth, creativity, and job creation (Acs & Audretsch, 2003). They may apply their speed and responsiveness to exploit market gaps and rely on growing trends (Brown & Ulijn, 2004). Medium-scale businesses may also build strong relationships with customers, sellers, and partners, leading to joint creativity and mutual success (Hitt *et al.*, 2011). Recent studies have studied numerous components of medium-scale businesses, including their value in economic growth and job opportunities (Acs & Szerb, 2007), creative methods (Zahra & Covin, 1994), and internationalization (Knight & Cavusgil, 2004).

Customer Focus and Marketing Performance

Customer attention is a core quality of Total Quality Management (TQM) that greatly affects business success. According to Ibrahim *et al.* (2024, p. 255), customer attention is one of the most important TQM ideas, stressing the happiness and loyalty of customers. Padró *et al.* (2020, as quoted in Ibrahim *et al.*, 2024, p. 255) also stress the importance of customer care in TQM. customer-focused businesses stress understanding client requests, tastes, and standards to give excellent value (Kotler & Keller, 2016, p. 145). By doing so, companies may boost customer happiness, trust, and retention, finally speeding marketing success (Homburg *et al.*, 2017, p. 123).

Research by Narver and Slater (2022, p. 456) shows that a customer-oriented mindset is important for getting improved marketing success. Their study found that customer focus positively affects company success by creating innovation, response to client requirements, and long-term relationships. Similarly, a study by Guo *et al.* (2023, p. 789) suggested that customer focus is a

major cause of marketing agility, allowing firms to change quickly to changing consumer wants and market conditions.

Continuous Improvement and Marketing Performance

Continuous growth in marketing is an idea built in constant rounds of optimization, data-driven decision-making, and flexibility (Anonymous, 2025, p. 1). Ibrahim et al. (2024, p. 255) showed that constant growth was the most crucial quality in predicting marketing success in the oil and gas business. Continuous improvement requires frequently examining and rewriting marketing strategies, methods, and tactics to boost efficiency, effectiveness, and responsiveness to market changes (Morgan *et al.*, 2020, p. 345).

Studies by Lee and Lee (2023, p. 123) show that continuous improvement methods in marketing lead to better allocation of resources, greater campaign results, and higher customer involvement. Their research in the technology sector suggested that businesses prioritising ongoing development in marketing had larger returns on marketing investment.

Employees Involvement and Marketing Performance

According to Ibrahim *et al* (2024, p. 255), top management commitment, which includes increasing worker participation, is vital for efficiently adopting TQM procedures. Engaged personnel are more likely to help to reaching marketing goals by being imaginative, responsive to customer needs, and effective in their jobs (Bakker & Demerouti, 2023, p. 789).

Research by Kumar and Pansari (2023, p. 234) stresses that employee engagement in marketing choices leads to improved alignment of marketing strategies with corporate goals and promotes employee motivation and work satisfaction. Their analysis across multiple businesses revealed that larger levels of employee involvement were related with improved marketing success and more flexibility to market changes. Employee engagement also promotes a sense of ownership and responsibility in marketing teams, driving performance and results (Gong *et al.*, 2022, p. 567).

Quality Assurance and Marketing Performance

Quality assurance by TQM approaches has a large and beneficial effect on marketing performance (Ibrahim *et al.*, 2024, p. 255). Improved marketing performance is a result of TQM practices such as supplier quality management, customer focus, top management commitment, and continuous improvement (Ibrahim et al., 2024, p. 255). In marketing, quality assurance refers to making sure that marketing procedures, communications, and results meet strict criteria for efficacy, consistency, and quality (Sampaio *et al.*, 2020, p. 123).

Empirical Review

A number of marketing scholars have made fantastic attempts to study the relationship between comprehensive quality management and organizational performance. Guo (2023) carried up an inquiry to uncover the relationship between TQM dimensions and organizational performance 197 textile manufacturing firms were investigated out of 396 members of Pakistan textile mill association using questionnaire as a study technique. Progression analysis was the statistical approach utilised. The statistics reveal that two pillars of TQM, that is, continuous improvement and employee engagement have strong and significant effect on organizational performance. It was further demonstrated that customer focus and senior management support had little or no relation with organizational effectiveness.

Similarly, Pedro and Maria (2021) in a paper titled Effects of Total Quality Management Dimensions on Innovation Evidence from SMES in Portugal tried to elucidate the relationship between TQM dimension and innovation. Questionnaire was applied to obtain data from the respondents via e-mail and multiple linear regression was employed to assess the data acquired. Findings indicated that various elements of overall quality management, such as product design, quality bench marketing, conceptualisation and continuous improvement have a considerable and beneficial connection with product innovation.

In a similar inquiry Najwa (2018) researched the effect of total quality management on organizational performance with the purpose to illustrate and showcase the degree of efficacy of TQM techniques in the performance of a corporation. The result of the study indicated that TQM procedures have a favourable effect on all performances metrics which includes successful training, operational performance, customer outcomes and staff performance. However, it was surprise to find, according to this study, that leadership did not improve performance.

Starvros (2021) carried out an investigation to examine the effect of full quality management systems and marketing on performance of manufacturing scale enterprises. The study was focused on selected industrial sectors in Greece. A total of 289 respondents was utilised to generate the sample size, and data gathered was uploaded to SPSS for analysis. The outcome of the study indicated that there is a beneficial correlation between overall quality management and general performance of manufacturing enterprises in Greece. The outcome of this investigation reveals that overall quality management is of strategic value to small and medium business organization in Greece. This submission agrees with the findings of Singh and Porcini 2016. Garcia et al (2014) and Zamia and Tasie (2016).

Again, Herbron, Harry and Coalinga (2018) carried out research entitled ‘The effect of complete quality management system on customer satisfaction at Kenya electricity and lighting enterprise in Uasin Geisha country, Kenya’. The purpose of the study was to assess the effect of TQM standards on customer satisfaction. Data were obtained employing questionnaire administered on a sample size of 489 workers of KPLC in Uasin Geisha. The study revealed that there is a strong positive relationship between effective application of TQM and customer satisfaction, hence the study recommended that the enterprise should establish quality management systems in accordance with the requirement of ISO9001 in order to improve operational efficiency.

Research Methodology

This study adopted a quantitative research technique to analyse the influence of Total Quality Management (TQMkt) on marketing performance. The quantitative approach was selected because as it enables for the systematic examination of correlations across constructs, thereby enabling objective testing of hypotheses (Creswell & Creswell, 2018). A cross-sectional survey technique was utilised, enabling the collecting of data at a particular instant in time from a sample of business firms. This approach is commonly utilised in marketing research to study causal relationships and perceptions across diverse businesses (Saunders et al., 2019). Population of the study includes managers and senior workers working in medium and large-scale enterprises within the industrial and service sectors. These categories were considered because they frequently perform systematic marketing and quality improvement efforts. A stratified random sampling approach was utilised to insure proportional representation of both sectors. Using Cochran’s approach for sample size selection, 360 respondents were selected which is judged acceptable for robust statistical analysis

(Hair et al., 2020). However, only 320 respondents submitted perfect input which was employed for the research.

Primary data were obtained using a structured questionnaire built from past empirical study on general quality management, marketing strategies, and company success (Kotler & Keller, 2022; Zehir *et al.*, 2020). The instrument was divided into three sections: demographic information, measures of total quality marketing (customer focus, continuous improvement, integrated marketing communication, and relationship orientation), and business performance (financial performance, customer satisfaction, and market share growth). Responses were scored on a five-point Likert scale going from 1 (strongly disagree) to 5 (strongly agree). To verify topic relevance, the questionnaire was evaluated by three academic workers in marketing and management. A trial test was done with 30 people picked from the target group, and needed changes were made to boost clarity and relevancy. Reliability of the instrument was examined using Cronbach's alpha, with all categories meeting the suggested level of 0.70, showing internal consistency (Nunnally & Bernstein, 1994).

The gathered data were coded and analyzed using the Statistical Package for Social Sciences (SPSS) and SmartPLS. Descriptive statistics were utilised to summarize demographic information. Inferential statistics, including correlation and multiple regression analysis, were utilised to evaluate the projected relationships between overall quality marketing and firm performance. Structural equation modeling (SEM) was then conducted to confirm the measurement and structural models, thereby insuring the robustness of the findings.

Model Specification

Given the research goals, the model definition for this study can be described as follows:

$$MP = \beta_0 + \beta_1 (CF) + \beta_2 (CI) + \beta_3 (EI) + \beta_4 (QA) + \varepsilon$$

Where:

MP = Marketing Performance (dependent variable)

CF = Customer Focus (independent variable)

CI = Continuous Improvement (independent variable)

EI = Employee Involvement (independent variable)

QA = Quality Assurance (independent variable)

β_0 = Intercept or constant term

$\beta_1, \beta_2, \beta_3, \beta_4$ = Coefficients of the independent variables

ε = Error term

This model definition states that marketing effectiveness is a consequence of customer attention, continual improvement, staff engagement, and quality assurance.

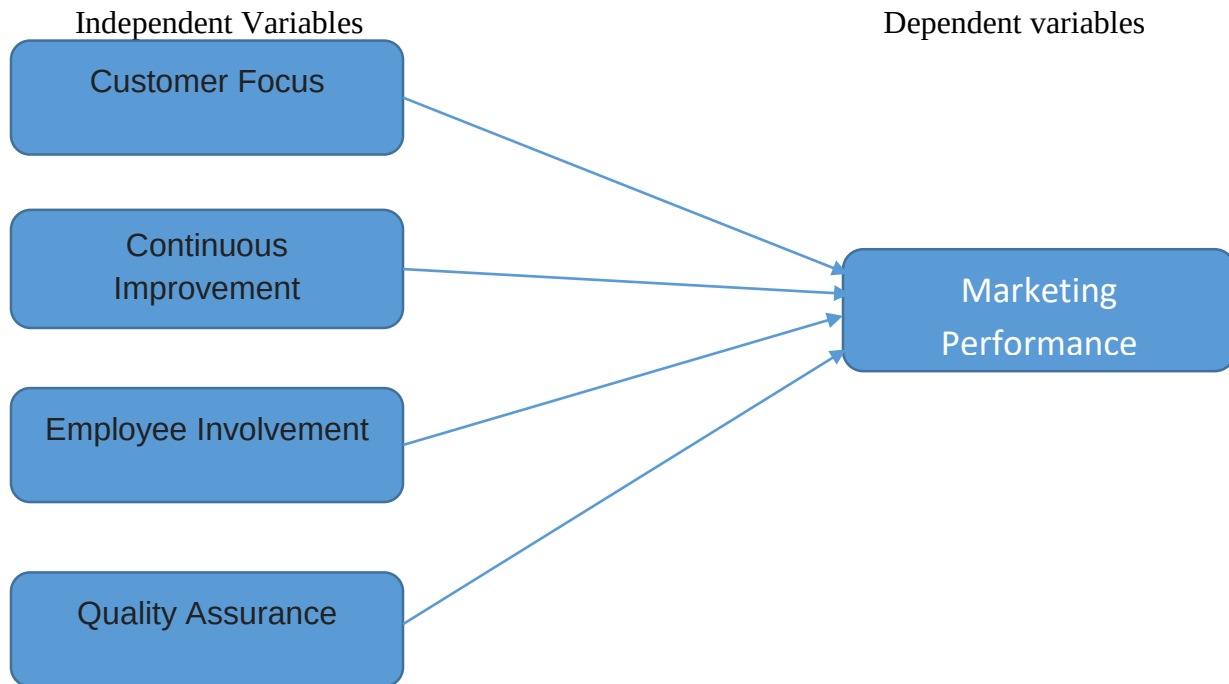


Figure 1: Conceptual model for the study

Source: The author, 2026.

Data Presentation and Analysis

Data from a field investigation done among managers and top workers of numerous small and medium-sized enterprises (SMEs) in Delta State, Nigeria, are presented and analysed in this part. 320 of the 400 surveys that were distributed were successfully completed and returned, giving an 80% useable response rate that is regarded to be appropriate for reliable statistical analysis in survey-based research (Hair *et al.*, 2019).

Two basic methodologies were employed to evaluate the data. Initially, the biographical data and questionnaire answers of the interviews were pooled using descriptive statistics. Second, in line with the aims and ideas of the study, inferential statistics like regression and hypothesis testing were employed to evaluate the connections between marketing performance and Total Quality Management (TQM) features.

A five-point Likert scale, extending from Strongly Disagree (1) to Strongly Agree (5), was utilised to rate each assessment item. Frequencies and percentages were utilised to demonstrate response trends. The study's themes were examined using inferential statistics at a 5% significance level ($\alpha = 0.05$).

Demographic Variables of Respondents

The demographic elements of the respondents are offered in this part, which also contains information about their backgrounds and guarantees that the responses were from competent and relevant staff of the firms under issue.

Gender Distribution

Of the 320 answers, 110 (34.4%) were female and 210 (65.6%) were male. Males are over-represented in management and top jobs within SMEs in Delta State, according to this distribution, which is in line with trends of gender participation in Nigeria's private sector that have been reported.

Age Distribution

The respondents' age spread shows a community that is highly economically involved and developed, thus: below 20 years: 10 respondents (3.1%), 20–29 years: 102 respondents (31.9%), 30–39 years: 109 respondents (34.1%), 40–49 years: 51 respondents (15.9%), 50 years and above: 50 respondents (15.6%). The bulk of answers (66.0%) are between the ages of 20 and 39, showing that the majority of the data comes from people in their prime working years who are likely actively involved in marketing and quality management decision-making.

Educational Qualification

The educational backgrounds of the respondents show a good level of educational attainment: SSCE/OND: 15 respondents (4.7%), HND/Bachelor's Degree: 245 respondents (76.6%), Master's Degree: 54 respondents (16.9%), PhD: 9 respondents (2.8%). The quantity of respondents with college degree (96.3%) lends the replies credibility as it is thought that these folks have a thorough understanding of marketing performance metrics and TQM procedures.

Position/Designation in the Organisation

Prominent roles within their organisations were undertaken by the respondents: Top Management: 156 respondents (48.8%), Middle Management: 104 respondents (32.5%) and Supervisory Level: 60 respondents (18.7%). This distribution demonstrates that the data came from personnel who were actively involved in establishing plans, monitoring quality, and carrying out marketing activities.

Departmental Affiliation

Respondents were recruited from diverse functional domains, thus: Marketing/Sales: 115 (35.9%), Production/Operations: 62 (19.4%), Quality Control/Assurance: 34 (10.6%), Administration/Human Resources: 77 (24.1%), Finance/Accounts: 32 (10.0%). This variety makes it simple to appropriately examine TQM methods across varied business fields.

Data Analysis

Descriptive Analysis of Study Variables

The total response patterns for marketing success and full TQM elements were then examined using descriptive statistics. The results show that there is strong agreement on the applicability and relevance of TQM practices, especially employee involvement and continuous improvement, even

though a significant percentage of respondents disagreed on some marketing performance indicators— reflecting the operational difficulties faced by SMEs. For inferential analysis, this variation supplies a good base.

Regression Analysis of Total Quality Management and Marketing Performance

The combined and individual effects of customer attention, continuous improvement, staff engagement, and quality assurance on marketing success were evaluated using multiple linear regression analysis in order to test the study hypotheses. The four TQM qualities were labelled independent variables, while firm performance was the dependent variable.

Table 1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.784	0.615	0.608	0.421

Source: 2025 Field Survey Data (SPSS Output)

Interpretation:

$R^2 = 0.615$ shows that the model accounts for around 61.5% of the variation in marketing performance. After accounting for the number of components, the model's excellent explanatory power is evidenced by the revised R^2 value of 0.608. This implies that the marketing success of SMEs in Delta State is greatly influenced by the inclusion of TQM strategies.

Table 2 ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	42.183	4	10.546	59.412	0.000
Residual	26.397	315	0.084		
Total	68.580	319			

Source: 2025 Field Survey Data (SPSS Output)

Interpretation:

The regression model looks to be statistically significant based on the F-statistic ($F = 59.412$, $p < 0.05$). This shows how the different components analysed as a whole give a rational account for differences in marketing success.

Table 3 Regression Coefficients

Model	Unstandardized B	Std. Error	Standardized Beta	t-value	Sig.
(Constant)	0.512	0.143	—	3.580	0.000
Customer Focus	0.284	0.062	0.301	4.581	0.000
Continuous Improvement	0.318	0.059	0.334	5.390	0.000
Employee Involvement	0.267	0.054	0.289	4.944	0.000
Quality Assurance	0.241	0.057	0.256	4.228	0.000

Source: 2025 Field Survey Data (SPSS Output)

Test of Research Hypotheses

Hypothesis One

H₀₁: Marketing success is not substantially influenced by customer attentiveness.

The buyer interest regression coefficient ($\beta = 0.301$, $p < 0.05$) shows a very significant and useful effect on marketing performance.

Decision: Reject H₀₁.

Conclusion: Customer attention greatly boosts marketing efficiency.

This study supports earlier empirical research that indicates the significance of customer feedback methodologies, customer satisfaction evaluation, and issue settlement processes in promoting sales growth, customer retention, and brand image.

Hypothesis Two H₀₂: Marketing success is not substantially impacted by initiatives for continuing growth.

Among the TQM qualities, consistent progress obtained the highest adjusted beta value ($\beta = 0.334$, $p < 0.05$). This suggests that it is the best indicator of marketing success.

Decision: Reject H₀₂.

Conclusion: Continuous growth strategies greatly boost marketing success.

This reveals that businesses that very often examine their operations, carry out innovations and encourage the culture of learning, are in a better position to adapt to changing market conditions and outdo competitors.

Hypothesis Three

H₀₃: Marketing success is not substantially impacted by worker engagement.

Marketing performance was found to be positively and significantly linked to staff engagement ($\beta = 0.289, p < 0.05$).

Decision: Reject H_{03} .

Conclusion: Employee participation greatly enhances marketing success.

This indicates that boosting staff freedom, encouraging engagement in decision-making, and creating collaboration all considerably enhance customer experiences and marketing outcomes.

Hypothesis Four

H₀₄: There is no major association between marketing performance and quality assurance.

Additionally, quality assurance was found to have a statistically significant and favourable impact on corporate performance ($\beta = 0.256, p < 0.05$).

Decision: Reject H_{04} .

Conclusion: Quality assurance greatly boosts marketing performance.

This indicates that formal quality control procedures, approval, and documentation promote brand image, customer trust, and total competitiveness in the market.

Discussion of Findings

The study's findings give empirical validation for the premise that TQM systems have a considerable effect on SMEs' marketing performance. According to the findings, customer service, staff involvement, and quality assurance are the next most helpful traits, following continual development. In competitive markets, this order indicates the demand for collective learning and dynamic capacity augmentation. The results complement past studies completed in Nigeria and other developing countries, underlining the concept that quality-driven methods are vital for long-term marketing success.

Structural Equation Modelling (SEM), which was chosen due to its capacity to concurrently evaluate several relationships between latent constructs and to validate the structural model suggested in Figure 1, was used with SmartPLS to further validate the robustness of the regression findings and confirm the hypothesised relationships. Customer focus, continuous improvement, employee involvement, and quality assurance were provided as exterior characteristics, while marketing performance was portrayed as the internal construct.

Structural Model Evaluation

As described in SEM literature, the structural model was tested using path coefficients (β), t-statistics, and p-values determined by a bootstrapping technique with 5,000 resamples (Hair et al., 2019).

Table 6 Structural Model Path Coefficients (SEM Results)

Hypothesized Path	Path Coefficient (β)	t-value	p-value	Decision
Customer Focus $\rightarrow$ Marketing Performance	0.298	4.72	<0.001	Supported
Continuous Improvement $\rightarrow$ Marketing Performance	0.341	5.88	<0.001	Supported
Employee Involvement $\rightarrow$ Marketing Performance	0.276	4.39	<0.001	Supported
Quality Assurance $\rightarrow$ Marketing Performance	0.249	4.11	<0.001	Supported

Source: 2025 Field Survey Data (SmartPLS Output)

Interpretation

All the four components of TQM appear to all have significant influence on marketing success, since their projected paths are beneficial and statistically significant at $p < 0.001$. Continuous improvement had the largest influence ($\beta = 0.341$) amongst all the criteria. This highlights its strategic importance in promoting adaptability, innovation and continued market success. Strong and significant effects are also shown by customer attention, staff connection, and quality assurance, which underline their importance in quality-driven marketing tactics.

Structural Model Predictive Power

The coefficient of relationship (R^2) for the endogenous construct was applied to further assess the model's prediction capabilities.

Table 7. Determination Coefficient (R^2)

Endogenous Construct	R^2	Interpretation
Marketing Performance	0.62	Substantial

Source: 2025 Field Survey Data (SmartPLS Output)

Interpretation

Customer attention, continuous improvement, staff input, and quality assurance combined account for 62% of the variation in marketing effectiveness, according to an R^2 value of 0.62. This shows strong explanatory power in psychology and management studies, according to Hair et al. (2019).

Effect Size (f^2) Analysis

Impact size (f^2) estimates were devised to measure the relative effect of each external element on marketing performance.

Table 8. Effect Size (f^2) of Exogenous Constructs

Construct	f^2 Value	Effect Size
Customer Focus	0.11	Small–Medium
Continuous Improvement	0.19	Medium
Employee Involvement	0.10	Small
Quality Assurance	0.08	Small

Source: 2025 Field Survey Data (SmartPLS Output)

Interpretation

The highest effect size is indicated by ongoing improvement, showing that it plays a crucial role in understanding marketing success. In multi-construct management models, the mild to moderate consequences of the other innovations are both acceptable and scientifically meaningful.

Conclusion

Based on the analysis of data and the test of hypotheses, the research established that customer attention has a good and statistically significant influence on marketing success. Firms that constantly monitor consumer demands, react to feedback, and prioritise customer happiness likely to have greater sales growth, customer retention, and brand image. This demonstrates that customer-oriented activities are major predictors of marketing success among SMEs in Delta State. Continuous improvement was found to be the most important TQM quality that determines marketing success. The results showed that organisations which continuously review, update, and reinvent their marketing and operational processes are more likely to adapt to market changes, boost quality of service, and achieve greater marketing outcomes. The data indicated a considerable positive connection between employee involvement and marketing performance. SMEs that encourage staff participation in decision-making, collaboration, and quality improvement activities benefit from greater employee devotion, improved service delivery, and superior customer experiences. The study found that quality assurance approaches considerably effect marketing success. The availability of set quality standards, monitoring systems, and process controls improves customer trust, product consistency, and organizational credibility, which ultimately translate into improved marketing results. Collectively, customer attention, ongoing improvement, staff participation, and quality assurance were proven to explain a major amount of the variance in marketing success. This shows that Total Quality Management, when performed fully, is a crucial strategy method for better marketing success among SMEs.

Recommendations

Based on the findings of this study, the following recommendations were made:

- i. SMEs should ensure they apply customer-centric marketing strategies by frequently doing customer satisfaction surveys, developing user feedback mechanisms, as well as customizing their products and services frequently to meet changing customer expectations.

- ii. Management of SMEs should build a mindset of ongoing growth by supporting creativity, frequent process review, and learning-oriented practices. ongoing growth activities should be included into marketing strategy and execution to ensure continued success.
- iii. Organizations should actively engage workers in quality and marketing-related choices via responsibility, training, and collaborative management practices. Increased worker participation will boost drive, creativity, and commitment, eventually improving marketing results.
- iv. SMEs should adopt official quality assurance systems, including standard operating procedures and quality control methods, to maintain stability in product and service delivery. Strong quality guarantee will boost customer trust and create company image.

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