

Assessment of Top Management's Commitment on the Performance of Selected Restaurants in Ilorin Metropolis, Nigeria

Zekeri Abu, Mustapha Rahman and Abubakar Umar

Kwara State University, Malete. Department of Business and Entrepreneurship.

Corresponding author: habk064@gmail.com

Abstract

Building a successful business that will be competitive in today's business environment has become a major concern for most business organizations across the globe. The objective of this study is to investigate the effect of top management commitment on the performance of Restaurants in Ilorin Metropolis. Leadership based theory was underpinned for this study. The study adopted cross sectional research survey design. Simple random sampling technique was used to select six (6) registered restaurants in Ilorin. Inferential and descriptive statistic was utilized in the study, the hypotheses was tested using regression analysis via structural equation modelling using Pls4. findings from the study revealed that top management commitment have significant effect on the performance of Restaurants in Ilorin with an R^2 of 0.459 and Pvalue of 0.010. The study concludes that top management commitment influences the performance of restaurants in Ilorin. The study recommends that continuous TQM education should be undertaken at all levels, even for those firms that have already acquired a high degree of awareness of the concept (TQM). Additionally, the study also recommends that management of the organizations should take appropriate measures to retain their customers.

Keywords: Commitment, Top Management, Organization, Performance.

JEL M0, M10.

Introduction

Building a successful business that will be competitive in today's business environment has become a major concern for most business organizations across the globe. Organizations major concern are numerous, however, the focal point for most businesses is profit making, quality products and services, and customer satisfaction. The business operating environment has experienced tremendous changes because of competition within and outside the industry which has made organizations to employ top management to handle face stiff and fierce competition due to the consumer irrationality. Furthermore, maintaining and servicing consumer's needs and wants becomes a surviving strategy for most business undertakings.

However, top management provides the direction with which to implement the quality effort of the whole company. According to Antunes, Mucharreira, Justino, and Texeira-Quirós (2021), the level of dedication of the top management is a major factor in the success of these high-quality activities. However, the degree of top management commitment reflects the numerous ways that the top management representatives contribute to the

running of the business. Additionally, according to their job descriptions, senior officials must assist staff in fulfilling the goals of the firm. Thus, this study will seek to examine how top management commitment influence organizations performance in the aspect of customer satisfaction.

One major issue of top management commitment in small and medium scale enterprises is frequent demonstration of lack of dedication or tenacity in their pursuit of success (Blankson, Cowan, & Darley, 2018). This could be as a result of management being under pressure to establish priorities that will support maintaining or enhancing the performance of the firm. To ensure that developed policies and plans are correctly carried out, management must invest money, time, other resources, and labor. This is required by total quality management techniques. Because of this, TQM approaches frequently collide with more important objectives or programs. As a result, management may shift its focus or resources to other objectives out of necessity or convenience.

The objective of this study is to investigate the effect of top management commitment on performance of Restaurants in Ilorin, Kwara State.

The study is also guided by the null hypothesis which states that top management commitment does not have any significant effect on performance of Restaurants in Ilorin, Kwara State.

Review of Related Literature

Total Quality Management (TQM)

according to Kumar, Maiti, and Gunasekaran (2018), TQM is a management technique that lays a major emphasis on the premise that all of an organization's functional operations should be aimed toward accomplishing this purpose. It emphasizes the caliber of a company's services and products. The concept of customer-driven quality must be integrated throughout an organization, according to the business philosophy known as total quality management (Illah-Williams, 2019). TQM was developed by these authors as an organizational-wide management program that places a strong emphasis on ongoing product and service quality improvement and demands employee participation in all organizational functions. Employees are thought to increase a product's longevity and expand it with new features as it gets older. Managers also work to improve other services and speed up delivery in order to maintain their brands competitive. Additionally, Owusu and Duah (2018) believe that Total Quality Management is an outdated idea that has attracted a lot of attention over the past 20 years.

Total Quality Management (TQM) Practices

Organizations are undergoing radical change and placing a major emphasis on improving their capacity to proactively and effectively respond to consumer demand in terms of innovation, quality, price, and speed due to customers' increased quality awareness. Additionally, they are coping with the demanding and growing requirement to produce greater accomplishments and ongoing growth. Finally, they are adopting TQM practices,

which have become commonplace in quickly growing industries (Madanat & Khasawneh, 2017). To win customers' loyalty, SMEs management have recently adopted TQM methods in greater numbers. TQM is seen as a preferable strategy for differentiating their entrepreneurial activity in a market that is growing more competitive (Sule et al., 2017). Similar to this, TQM is an all-inclusive managerial strategy that seeks to incorporate all organizational activities and processes in order to continuously exceed customer expectations and improve the quality of the organization's system in order to promote productivity and profitability (Chen, Lee, & Wang, 2020).

Top Management Commitment

The highest ranking members of the organization's top management are responsible for setting all rules and regulations. The mission, goals, strategies, and operational procedures of the organization serve as the foundation for top management's duties. Top management requires commitment and personal engagement to create and implement values and quality objectives that are clear and consistent with the company's goals when designing and utilizing well-defined systems, techniques, and performance metrics to achieve these goals (Tarigan, Siagian, & Jie, 2020). Top management commitment, according to Teguh, Devie, and Wijaya (2020), is the degree of senior-level executive commitment, support, and leadership in defending the company's environment and putting corporate environmental policies into practice. Additionally, Businesses' top management continues to be responsible for providing overall organizational leadership for the quality management system. In order to improve services and accomplish the organization's vision and goal, this role comprises ensuring that resources are available to all personnel.

Furthermore, leadership includes the belief and conviction of top management that organization can benefit from its implementation of TQM system, and it must provide necessary resources and train staff in quality management methods and methodologies (Saffar & Obeidat, 2020). Leaders must identify vision, trends, high expectations, and values. One of the reasons for the success of the application of TQM practices is associated with the support received from top management and adoption of philosophy of quality management in all activities and operations carried out, and the ability to convince and influence employees, the commitment of leadership is to strengthen the culture of quality and improve capabilities of staff in performance of functions and tasks, and to ensure the success of TQM practice, which requires top management strong commitment to its principles (Saffar & Obeidat, 2020).

This study agrees and adopt the position of Tarigan, Siagian and Jie, (2020), which explains that in order to design and implement values and quality objectives that are clear and compatible with the company's aims in order to attain these goals, top management needs dedication and personal engagement.

Organization Performance

An organization's ability to successfully pursue strategies that support the fulfillment of organizational objectives is a prerequisite for success.

Management scholars have emphasized organizational performance as one of the most crucial dependent variables because it is necessary for businesses to grow and succeed (Sawaeen & Ali, 2020). The effectiveness of an organization's implementation of strategy largely determines its organizational performance. According to Sawaeen and Ali (2020), the readiness of a company's leaders and the organizational culture they create are key factors in the success of the organization. The leaders' beliefs and principles will influence how well an organization performs.

Nevertheless, this study has agreed with and modified four performance indicators for the purposes of this research work after carefully reviewing the concept of organizational performance. Profitability, market share, sales growth, and returns on investment are the performance metrics.

Theoretical Review

Leadership Based Theory

The idea holds that a crucial element in the successful use of TQM is competent leadership. The first formal research focused on behavioral theories, characteristic theories, and diverse leadership philosophies when it initially began in the 20th century. Mary Parker Follett (1940), a forerunner in the field of leadership, advocated for the requirement for managers to concentrate on streamlining their operations and "the law of the situation" In 1938, Barnard put up the idea of the "moral factor about leaders and... specified a leader's responsibilities to employees by subordinating individual interest to the good of the cooperative whole." Barnard from 1938. There is currently interest in both the structural (contingency) and transformational approaches to leadership. According to Warren Bennis and Burt Nanus (1985), who are likely contingency theorists, a leader's main responsibilities include understanding the cube, providing a vision, and encouraging innovation and creativity.

Paul Hersey and Kenneth Blanchard (1988) defined leadership as motivating others to work voluntarily toward group objectives. They offer a way to gauge a leader's effectiveness based on how much emphasis they place on task and relational (people) behavior. The most effective leadership style changes as people get older from telling and selling (teaching) to participating, and eventually delegating, according to the Hersey Blanchard model. Similar to how TQM develops, it begins by making it simpler for people to participate in the design process. Later, as people develop confidence, they are given more authority, control over the strategies they employ, and freedom to decide for themselves what to do.

Empirical Review

Novia, Zeplin and Hotlan (2021), conducted a study on how the Surabaya 3-star hotel industry's dedication to green purchasing and supplier relationship management affected

business performance. The local government is mandated to promote hotels by means of industry laws, one of which requires hotels to utilize eco-friendly techniques. This study investigates the effect of top management commitment on business performance using green purchasing and supplier relationship management at the three-star hotel. The Census conducted a survey of all 71 3-star hotels in the City of Surabaya for this study. The information was gathered using a questionnaire on a Likert scale of five points. The questionnaire was disseminated by social media, email, and direct delivery to the respondent. 86% of the surveys—61 in total—were correctly filled out and accepted for further study. In the data analysis, partial least squares and Smart PLS were used. The analysis's findings show that commitment from top management has a 0.544 path coefficient on supplier relationship management. The 0.281 path coefficient measures the impact of senior management commitment on business success. But according to this study, top management support has little impact on eco-friendly purchases. Furthermore, Supplier relationship management significantly affects green purchasing, with a path coefficient of 0.391. Similar to this, SRM has an impact on firm performance with a 0.377 route coefficient. The path coefficient for green purchasing is 0.26, which significantly improves corporate performance. Through this activity, the manager will acquire new skills for enhancing company performance in the context of supply chain management. The findings of this investigation could be beneficial for current supply chain management studies.

Asenge et al., (2019) For their part, conducted a study on the effects of top management commitment, customer focus, and process management on the performance of deposit money banks in Nigeria using 32 management staff members from various banks in the Makurdi metropolis. Regression analysis was used by the authors to establish that process management, customer focus, and top management commitment all significantly enhance deposit money banks' performance in Nigeria.

Ogbeide and Ejechi (2016) conducted a study to find out how the performance of selected hospitals in Nigeria's Edo State was affected by top management commitment and ongoing process improvement. Regression analysis was used to examine data from 300 respondents. According to the authors, while continuous process improvement had a large negative impact on performance, top management commitment had a considerable beneficial impact.

Abolade, Adebola and Lawal (2022) conducted a qualitative study on thematic exploration of strategic leadership on organizational performance, in their study they found out that top management commitment has a positive relationship in influencing organizational performance which agrees with this study that top management commitment will positively influence performance.

Methodology

This study investigates impact of top management commitment on the performance of selected restaurants in Ilorin metropolis, Kwara State. Simple random sampling techniques was employed to select six (6) restaurants registered restaurants in Kwara State. Convenient sampling techniques was used to self-administer questionnaires to gather respondents' opinion for the study. Convenient sampling is a non-probability sampling utilized in researching element of the population that are easily available and accessible to the researcher (Abolade, 2020). Descriptive and inferential statistics was employed using regression method in analyzing the data, through SPSS & PLS-SEM.

Data Presentation, Analysis and Interpretation

This section presents the results of the analysis performed on the data obtained using the survey questionnaire.

Multicollinearity Test

The degree to which a variable may be explained by other analysis components is indicated by the substantial correlation between the latent independent variables of the study (Hair et al., 2010). Pallant (2010) claimed that multicollinearity involved the interplay of several components. Multicollinearity can have a significant negative impact on the precision of the coefficient estimate, which impacts statistical significance (Tabachnick & Fidell, 2013). Multicollinearity, on the other hand, happens when there is a strong link between other constructs and an unrecognized latent independent concept. There is multicollinearity among the independent variables when the value of (r) is more than or equal to 90% (Pallant, 2010).

However, Strong connection among the independent latent variables in this study suggests multicollinearity, which was searched for using the correlation matrix (Peng & Lai, 2012). Because all of the unobserved latent independent constructs have correlations of less than or equal to 0.9, Table 4.2 demonstrates that there is no multicollinearity (Hair et al., 2010; Pallant, 2010). In order to further ensure that the study's data are free of multicollinearity issues, tolerance level was applied. As shown in Table 4.3, the tolerance levels therefore exceeded the minimum recommended 0.10, further demonstrating that the study's data were free of multicollinearity issues.

Table 4.2: Inter-Constructs Correlations for Multicollinearity Test

	OP	TMC
OP	1.000	
TMC	.537	1.000

Source: PLS4 Output, (2023)

Table 4.3: Test multicollinearity

Constructs	Tolerance value	VIF
TMC	.293	3.417

Source: PLS4 Output, (2023)

Descriptive Analysis of Constructs

Using the descriptive analysis, the overall statistical description of the constructs used in this study is looked at. To ascertain the respondents' level of interest and opinions for each measurement or variable, descriptive tests are utilized. The 5-point Likert scale that was employed to measure the constructs of the study was utilized to calculate the statistical means and standard deviation values for the independent and dependent constructs. In order to ascertain the respondents' perspectives on the level of low ($M = 1.00 - 2.25$), medium ($M = 2.26 - 3.75$), and high ($M = 3.76$ and above), the findings of these statistical values, as indicated in Table 4.8, were used (Healey, 2005). In order to answer the first study question, the descriptive test was conducted.

Table 4.5: Descriptive Analysis of Constructs

LATENT CONSRUCTS	N	Mean	Std. Deviation	Level
Top Management Commitment	158	28.6	6.283	High

Source: PLS4 Output, (2023)

Table 4.5 shows that top management commitment ($M = 28.6$, $Stdev = 6.283$) is the independent variables with the highest levels of practice among Restaurants in the city of Ilorin. This result showed that Restaurants in the Ilorin Metropolis can enhance organizational performance by employing TQM techniques.

Evaluation of PLS-SEM Results

According to the literature, the PLS-SEM results are reported in this part in two steps (Hair, et al., 2014; Hair, et al., 2011). According to Hair et al. (2011), the two phases are known as structural model assessment and measurement model assessment. Specific findings of construct internal consistency reliability, item reliability, and construct validity (convergent and discriminant) are provided in the evaluation of the measurement model. The results of path coefficients, collinearity, effect size (f^2), variance explained (R^2), predictive validity (Q^2), and its effect size (q^2) are shown in the structural measurement evaluation.

Assessment of Measurement Model

As was previously indicated (Ringle et al., 2015), PLS-SEM was utilized in this investigation to estimate the model using the SmartPLS version 4 software. Factor analysis and multiple regressions are two essential multivariate methods used in PLS-SEM (Hair et al. 2010).

A first step in a PLS analysis is the evaluation of the measurement model, also known as the outer model. The two main factors employed in PLS analysis to evaluate the measurement model are validity and reliability (Ramayah, Lee, & In, 2011). The reliability of individual items, construct internal consistency reliability, convergent validity utilizing outer loading, composite reliability, and average variance explained (AVE) were all evaluated using these two criteria for measurement model assessment. The Fornell-Lacker, cross loading, and HTMT triple criteria were used to assess the components' discriminant validity.

Construct Reliability and Validity

According to Hair et al. (2014), reliability is the evaluation of the consistency of various assessments of a construct. The degree to which measurements are free from random error and produce predictable results is assessed through reliability analysis. The instrument's dependability indicates that identical results will be obtained if the measurements are used repeatedly. The capacity of a measure to capture the intended subject of measurement is evaluated by validity, on the other hand. When evaluating a measure's application, construct validity aims to determine how closely the outcomes correspond to the major presumptions that underlie the test (Sekaran, & Bougie, 2010). Finding out whether the modified instrument actually measures what is supposed to be measured in accordance with theory is what construct validity is more precisely concerned with. In this work, the measuring scales were subjected to tests of discriminant and convergent validity to ascertain their concept validity (Sekaran & Bougie, 2010).

Reliability of Individual Measurement Items

The reliability of an item can be assessed using item loadings (Byrne, 2010). The correlation coefficients between the different indicators and the latent construct that they measured are shown in this. The possible values for item loading range from 0 to 1. According to Byrne (2010), there is no value that can be used to determine the best loadings to accept. Hair et al. (2014) stated that 0.40 is acceptable if the insertion of an item enhances the average variance extracted (AVE) of the construct it measures, contrary to findings from Hair et al. (2011) and Hair et al. (2013). These researchers suggested that the acceptable threshold for item loading be 0.70. For the aforementioned thresholds, items with loadings less than 0.4 were deleted, whilst items with loadings less than 0.7 and increasing the AVE were kept. Every item loaded above 0.4, as shown by the item loading data in Table 4.9, proving the products' dependability.

Internal Consistency Reliability

Internal consistent reliability is the degree to which the items used to measure a construct are connected with one another; a higher correlation denotes a higher reliability and vice versa (Kline, 2013). The internal consistency reliability in this study was assessed using composite reliability (CR) estimates. The advantage of CR was that it did away with the false tau equivalency (equal item factor loading) condition that precludes accurate estimates of

a construct's dependability from being derived using Cronbach alpha calculations (Hair et al., 2014). It has been praised by Fornell and Lacker (1981; Jöreskog (1977); Chin (1998)a; etc.) that CR is the best model for PLS-SEM analyses. However, According to certain sources (Chin, 1998; Hair et al., 2014), the coefficient of CR shouldn't be less than 0.7. According to Table 4.9, every construct used in this study has a coefficient of CR larger than 0.7, which denotes that each construct has an acceptable level of internal consistency reliability.

Convergent Validity

According to Hair et al. (2006), convergent validity is a sort of construct validity that assesses whether a specific measure accurately captures what it is designed to capture and correlates well with other alternative measures of the same construct. According to Hair et al. (2014), convergent validity is the presumption that a variable has when its items converge or share a significant amount of variation. To assess the convergent validity of the construct, researchers most frequently employ the average variance extracted (AVE) approach (Hair et al., 2014). In order to assess convergent validity, Fornell and Larcker (1981) recommended utilizing the average variance explained (AVE) estimate. According to the argument, AVE stands for the overall average of the squared loadings of the individual components of a given construct. Accordingly, AVE values of 0.50 and higher indicate convergent validity for the variable (Chin, 1998; Hair et al., 2011). According to Hair et al. (2014), an AVE of 0.50 indicates that the latent concept accounts for half of the variation of its constituents, which justifies this.

According to Chin (1998), each latent variable's AVE needs to be more than or equal to 0.50 in order to obtain proper convergent validity. This defense claims that the fact that every AVE value in this study was higher than the suggested value of 0.50 for each of the variables proved good convergent validity. The convergent validity of each variable utilized in this experiment is displayed in Table 4.6.

Table 4.6: Item Loading, Composite Reliability, and Extracted Average Variance (AVE) Summary

Constructs	Items	Loading	Composite Reliability	Average Variance Extracted (AVE)
Top Management Commitment			0.918	0.505
	TMC_02	0.833		
	TMC_03	0.868		
	TMC_04	0.864		
	TMC_05	0.860		
Organizational Performance			0.899	0.599
	OP_01	0.798		
	OP_02	0.855		
	OP_03	0.886		
	OP_04	0.793		
	OP_05	0.806		

Source: PLS4 Output, (2023)

Discriminant Validity

According to Hair et al. (2010), discriminant validity describes how much one construct varies from another. Lo, Ramayah, and Run (2009) and Chen & Rossi (1987) claim that discriminant validity establishes the ability of a set of items to distinguish between various constructs measured by other sets of items. According to Hair et al. (2014), this type of validity shows that all items measuring a construct have a greater link with that construct than they do with other constructs in the research model. The cross-loading (Chin, 1998), Fornell-Lacker criterion (Fornell & Larcker, 1981), and heterotrait-monotrait ratio of correlations (Henseler, Ringle & Sarstedt, 2016) are three techniques offered by the PLS-SEM model to evaluate discriminant validity.

According to Hair et al. (2010), discriminant validity describes how much one construct varies from another. Lo, Ramayah, and Run (2009) and Chen & Rossi (1987) claim that discriminant validity establishes the ability of a set of items to distinguish between various constructs measured by other sets of items. According to Hair et al. (2014), this type of validity shows that all items measuring a construct have a greater link with that construct than they do with other constructs in the research model. The Fornell-Lacker criterion (Fornell & Larcker, 1981), cross-loading (Chin, 1998), and heterotrait-monotrait ratio of correlations (Henseler, Ringle & Sarstedt, 2016) are three techniques offered by the PLS-SEM model to evaluate discriminant validity.

Recent studies have demonstrated the need to further study discriminant validity using the heterotrait-monotrait (HTMT) ratio of correlations in addition to Fornell-Lacker and cross

loading (Henseler et al., 2016). Because there are various sources of validity and limited sensitivity when analyzing the components with the highest potential validity, the HTMT ratio was prioritized

In order to solve Fornell-Lacker and cross loading's limitations in determining discriminant validity (Henseler et al., 2016). Henseler et al. (2016), Henseler et al. (2014), and Ronkko and Evermann (2013) in particular confirmed the inadequacies of the Fornell-Lacker criterion in scenarios with big datasets. In their definition, Henseler et al. (2016) cite Nunally (1978) and Netemeyer, Bearden, and Sharma (2003) and describe the HTMT ratio as a measure of the correlation between constructs that corresponds to the correlations of deattenuated constructs.

In order to analyze the HTMT as a statistical estimate by comparing the values to a preset threshold, Henseler, Ringle, and Sarstedt (2016) developed the concept that was applied in this work. Although there is disagreement on the ideal HTMT ratio threshold, Henseler, Hubona, and Ray (2016) considered any value less than 1 to be acceptable. Other studies, however, suggested precise criteria of 0.85 (HTMT 0.85) and 0.90 (HTMT 0.90) (Teo, Srivastava, and Jiang, 2008). Table 4.8 displays correlation ratios below the HTMT.85 limit, indicating that all of the study's components have acceptable levels of discriminant validity.

Table 4.7: Fornell-Larcker Criterion

	OP	TMC
OP	0.828	
TMC	0.551	0.586

Source: PLS4 Output, (2023)

Table 4.8: Heterotrait-Monotrait Ratio (HTMT)

	OP	TMC
OP		
TMC	0.615	

Source: PLS4 Output, (2023)

Direct Path Coefficients Assessment

According to Chin (1998) and Hair et al. (2013), the bootstrapping approach is often used to examine both direct and indirect path coefficients. Bootstrapping, according to Henseler, Hubona, and Ray (2016), is "the process of drawing many re-samples with replacement from the original sample" in order to estimate the model parameters for each bootstrap re-sample. To determine the statistical significance of the direct and indirect path coefficients in this investigation, bootstrapping was used (Hayes, 2012). This study employed a bootstrap sample of 5000 as advised by Hair et al. (2017) because the direct path coefficients are evaluated to determine the significance of the relationship between the variables in the structural models (Hair et al., 2013, Hair et al., 2012).

Table 4.9 displays the findings of the structural model that was utilized to ascertain the causes of the independent and dependent variables in this inquiry.

Table 4.9: Direct Path Coefficients

Paths	Beta	STDEV	T Statistics	P Values	Remark
TMC -> OP	0.198	0.200	0.085	0.010	Rejected

Source: PLS4 Output, (2023)

Discussion of Findings

The outcomes of the hypotheses testing for the direct association suggested in this study are shown in Table 4.9. The following provides the explanation for the outcomes in this table:

Hypothesis: Top management commitment has a favorable impact on SME performance in the Ilorin Metropolis, as shown by the path connecting TMC to OP with path estimates of beta (= 0.198), t statistics ($t = 2.316$), and p value ($p = 0.010$). The alternative, which shows that executive commitment considerably enhances the performance of SMEs in the Ilorin Metropolis at the 5% level of significance, was chosen instead of the conclusion because it also does not support the premise. This shows that the effectiveness of their business operations will be positively impacted by SMEs with highly devoted proprietors. The findings corroborate earlier empirical studies by Aper and Ushahemba (2021), Asenge et al. (2019), Ogbeide and Ejechi (2016), and Muktar (2016), which found that top management dedication had a significant positive impact on business performance.

Coefficient of Determination (R-squared)

The variance in the dependent variable that is jointly accounted for by the independent variables is measured by the coefficient of determination R-squared (R^2), a factor in the evaluation of structural models (Hair et al., 2012). By combining the effects of independent latent factors on the dependent variable, this measure takes into account the variance in the dependent variable's percentage that is jointly produced by the independent latent variables. The ability of PLS-SEM to optimize a model's R^2 and account for the prediction of an endogenous latent variable is one of the arguments for utilizing it (Hair et al., 2016; Lei & Chu, 2015).

R^2 values, however, range from 0 to 1. More of the variance of the dependent variable might be explained by the set of independent variables as R^2 increases. R^2 values of 0.19, 0.33, and 0.67 are categorized by Chin (1998) as weak, moderate, and significant, respectively. The independent variables (TMC, EI, CF, and CI) explained 45.9% of the variation in the dependent variable (OP) in the study's model, which had an R^2 value of 0.459 (45.9%). This demonstrated that a large variance explanation was successful (Chin, 1998).

Effect Size Assessment

This study evaluates the impact of each external latent construct individually as well as the

combined impact of the exogenous latent constructs on the endogenous construct. Effect size (f^2) is a measurement that represents the proportional influence of a specific exogenous latent variable on the latent endogenous variable, according to Hair et al. (2014). The study examines the change in R^2 value as a result of a construct's deletion and determines whether the deletion of a certain exogenous construct significantly impacts the endogenous construct's coefficient of determination (R^2). This and the effect size (f^2) show the value of the link between an external and an endogenous construct (Preacher & Kelley, 2011). As a result, smart PLS4's automated computation of Cohen's formula is used to determine the effect magnitude (Ringle et al., 2015). Cohen (1988) suggested that an exogenous construct's impact size (2) in a PLS-SEM model should be either moderate, medium, or substantial at 0.02, 0.15, and 0.35, respectively.

Table 4.10 shows the f^2 of each exogenous construct from the PLS-SEM analysis of the survey data. The table shows that the independent variables that had a substantial positive impact on the dependent variable also had effects that were mild to moderate.

Table 4.10: Constructs Effect Size

Constructs	SMEP	Effect Size
TMC	0.035	Small

Summary of the Chapter

The demographic data from the research—including gender, position in the organization, educational attainment, age of the organization, industry it serves, and number of employees—was used in this chapter's frequency analysis.

Internal consistency reliability, which provides details about the connections between specific scale items, was also considered as a reliability criterion. Using the mean and standard deviation of each variable, descriptive analysis looked at the general statistical description of the study's variables. All of the variables acquired in this study had relatively low standard deviations, which further suggests that the data points were very similar to one another. In addition, a PLS analysis was performed to look at how the independent, moderating, and dependent factors related to one another. The conclusions and assumptions are summarized in Table 4.17.

Table 4.11: Summary of Hypothesis

Paths	B	STDEV	T Statistics	P Values
TMC -> OP	0.198	0.200	0.085	0.010

Conclusion and Recommendation

The primary goal of this study was to investigate the effect of top management commitment on the performance of Restaurants in the Ilorin Metropolis. The study was also built around one very specific goal. The study did discover, however, that top management

commitment had a substantial impact on the performance of Restaurants. The study provides a new insight for the manager on how to increase firm performance in the context of effectively servicing the needs of the customers. Finally, the analysis of multiple regressions demonstrates how the performance of Restaurants is impacted by top management commitment. Top management commitment have a positive impact on the performance of Restaurants.

The following suggestions were made for effective top management commitment in organizations in light of the study's findings and conclusion.

- At all levels, including for businesses that have already attained a high level of knowledge of the idea (TQM), ongoing TQM education should be pursued. This will guarantee a constant level of service and product quality.
- Future research can concentrate a mixed method approach to explore the relationship between top management commit and organizational performance in sector different to the service sector.

References

- Abolade, A. P. (2020). Influence of Entrepreneurship Eco-System on Innovation of Selected Restaurants at Ilorin Metropolis. *International Journal of Technology and Management*, 5(2), 1-14.
- Abolade, A.P, Damilare, A.E. & Lawal, I.O. (2022). Thematic exploration of strategic leadership and organizational performance in National Information Technology Development Agency. *KIU Interdisciplinary Journal of Humanities and Social Sciences*, 3(2), 455-482
- Aguinis, H., Gottfredson, R. K., & Joo, H. (2013). Best-practice recommendations for defining, identifying, and handling outliers. *Organizational Research Methods*, 16(2), 270-301.
- Antunes, M. G., Mucharreira, P. R., Justino, M. R. T., & Texeira-Quirós, J. (2021). Effects of Total Quality Management (TQM) dimensions on innovation—evidence from SMEs. *Sustainability*, 13(18), 10095.
- Asenge, E. L., Adudu, C. A. & Torough, S. M. (2019). Total Quality Management Practices and Performance of Deposit Money Banks (DMBs) in Nigeria. *South Asian Research Journal of Business and Management*, 1(4), 161-167
- Bartlett, J. E., Kotrlik, J. W. & Higgins, C. C. (2001). Organizational Research: Determining Appropriate Sample Size in Survey Research, 19(1), 43–50.
- Blankson, C., Cowan, K., & Darley, W. K. (2018). Marketing practices of rural micro and small businesses in Ghana: The role of public policy. *Journal of Macromarketing*, 38(1), 29-56.
- Chen, R., Lee, Y. D., & Wang, C. H. (2020). Total quality management and sustainable competitive advantage: serial mediation of transformational leadership and executive ability. *Total Quality Management & Business Excellence*, 31(5-6), 451-468.
- Chin, W. W. (1998). The partial least squares approach to structural equation modeling. In G. A. Marcoulides (Ed.), *Modern methods for business research*, 295–336. New Jersey: Lawrence Erlbaum Associates, Publisher.
- Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with unobservable variables and measurement error. *Journal of Marketing Research*, 18, 39-50.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed, a Silver Bullet. *Journal of Marketing Theory and Practice*, 18, 139-1 52.
- Hayes, A. F. (2017). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. Guilford Publications.

- Healy, K. (2005). Book Review: An R and S-PLUS Companion to Applied Regression. *Sociological Methods & Research*, 34(1), 137-140.
- Henseler, J., Hubona, G., and Ray, P.A. (2016). "Using PLS path modeling in new technology research: updated guidelines". *Industrial Management & Data Systems*, 116(1), 2 – 20.
- Illah-Williams, A. J. (2019). Effects of Total Quality Management Practices on Organizational Performance: a Study of System Specs Nigeria Ltd.
- Kumar, P., Maiti, J., & Gunasekaran, A. (2018). Impact of quality management systems on firm performance. *International Journal of Quality & Reliability Management*.
- Madanat, H. Khasawneh, G. (2017). Impact of Total Quality Management Implementation on Effectiveness of Human Resource Management in the Jordanian Banking Sector From Employee's Perspective. *Academy of Strategic Management Journal*, 16(1), 114-148.
- Novia C. T., Zeplin J. H., & Hotlan S., (2021). The Effect of Top Management Commitment on Firm Performance through the Green Purchasing and Supplier Relationship Management in 3-Star Hotel Industry in Surabaya. *Petra International Journal of Business Studies*, 4(2), 169-181.
- Ogbeide, D. O., & Ejechi, J. O. (2016). Total Quality Management (TQM) and Organizational Performance: Evidence from Selected Hospitals in Edo State, Nigeria. *Centrepont Journal*, 19(1), 103-118
- Owusu, P. A., & Duah, H. K. (2018). Evaluating total quality management as a competitive advantage tool in mobile telecommunication services in Ghana. *European Journal of Research and Reflection in Management Sciences Vol*, 6(1).
- Pallant, J. (2010). *SPSS survival manual: a step by step guide to data analysis using SPSS* (4th ed.). New York: Open University Press.
- Peng, D. X. & Lai, F. (2012). Using partial least squares in operations management research: A practical guideline and summary of past research. *Journal of Operations Management*, 30, 467-480.
- Saffar, N., & Obeidat, A. (2020). The effect of total quality management practices on employee performance: The moderating role of knowledge sharing. *Management Science Letters*, 10(1), 77-90.
- Sawaeen, F., & Ali, K. (2020). The mediation effect of TQM practices on the relationship between entrepreneurial leadership and organizational performance of SMEs in Kuwait. *Management Science Letters*, 10(4), 789-800.
- Sekaran, U., & Bougie, R. (2010). Theoretical framework in theoretical framework and hypothesis development. *Research Methods for Business: A Skill Building Approach, United Kingdom: Wiley*, 80.
- Sekaran, U., & Bougie, R. (2010). Theoretical framework in theoretical framework and hypothesis development. *Research Methods for Business: A Skill Building Approach, United Kingdom: Wiley*, 80.
- Sule, J. G., Ogbadu, E. E., & Nafiu, A. T. (2017). Factor Analysis of Total Quality Management Adoption By Smes in Nigeria. *Facta Universitatis, Series: Economics and Organization*, 13, 365.
- Tabachnick, B. G., & Fidell, L. S. (2013). *Using multivariate statistics* (5th ed.). Boston, MA: Allyn & Bacon/Pearson Education.
- Tarigan, Z.J.H., Siagian, H., & Jie, F. (2020). The Role of Top Management Commitment to Enhancing the Competitive Advantage through ERP Integration and Purchasing Strategy. *International Journal of Enterprise Information Systems*, 16(1), 53-68
- Teguh, E.D., Devie, and Wijaya, S. (2020). Trans-formational Leadership in The Hotel Industry: A New Look at The Service-Profit-Chain Concept. *International Journal of Business Studies*, 3(2), 98-109, <https://doi.org/10.9744/ijbs.3.2.98-109>.