European Journal of Humanities and Educational Advancements (EJHEA)
Available Online at: https://www.scholarzest.com
Vol. 5 No.12, December 2024
ISSN: 2660-5589

TOTAL QUALITY MANAGEMENT AND ORGANIZATIONAL GROWTH: A STUDY OF SELECTED CONSTRUCTION FIRMS IN PORT HARCOURT, RIVERS STATE

Jonah, Tambari Charles
Department of Management,
Faculty of Management Sciences,
University of Port Harcourt,
Choba
E-mail for Correspondence: charles.jonah@uniport.edu.ng

Article history:
Received: October 28th 2024
Accepted: November 26th 2024

Abstract:
The article investigated the the relationship between Total Quality Management (TQM) and organizational growth of construction firms in Port Harcourt, Rivers State. The study adopted a a correlational research design and, data were sought from 10 construction firms using a five point Likert-scale closed ended questionnaire. Primary data obtained were analyzed using Pearson's product coefficient. The findings of the study indicated a strong positive relationship between TQM dimensions (teamwork and continuous improvement) and organizational productivity, with teamwork determining 79% of productivity of organizations and continuous improvement responsible for 82% of organizational growth. To solve the problem of growth plaguing many construction firms, the study recommends the implementation of comprehensive TQM training programmes and adopting technology-driven quality management systems to enhance organizational performance.

Keywords: Total Quality Management, Organizational Growth, Teamwork, Continuous Improvement, Productivity, Construction Firms, Port Harcourt.

INTRODUCTION

Over the last few decades, the construction industry in Port Harcourt has really taken off. Rivers State is a busy economic center in Nigeria. A lot of this growth are traced to capital investment and revenues generated from the oil and gas industry. With this investment, some serious growth in infrastructure has been witnesses and this includes everything constructions of all sort of infrastructure ranging from roads to buildings and recently flyovers and the ongoing ring road construction. Even with this boom, the construction industry isn't without its problems as many projects face delays, unstable costs and, some projects don't meet the required quality standards. All of these issues have tampered with the growth of construction firms in the state (Okoro, 2020). Organizational growth, is defined as about a company being able to get a bigger slice of the market and earn more money. But it's not just about the financial performance of the firms but growth also considers customers gratification, efficient processes, and how well the company can compete with others. If a company can grow in these ways, it shows they can handle the ups and downs of the market. This is especially important in the construction field, where quality control can really make a difference (Uche & Nwafor, 2017).

Total Quality Management, or TQM, is one way companies can boost quality everywhere they work. It's all about making sure everyone in the company is aware of this focus on quality and it encourages constant improvement, getting employees involved, and striving to go above and beyond what customers expect. By using systematic quality checks and methods, companies can see big improvements in how projects are handled, keep costs down, and deliver better services. In the end, this builds a culture where everyone aims for excellence (Deming, 2000; Juran, 2010; Ike, 2016). Despite the clear benefits of TQM, many construction firms in Port Harcourt haven't fully embraced it. They struggle to implement the ideas behind TQM. Some of the roadblocks can include not knowing much about the principles, being resistant to change, or not having enough money to invest. Because of this, these companies often deal with sloppy operations and quality problems. These issues hold back their growth and weaken their competitive edge (Adeyemi, 2015; Owolabi, 2018). There's a noticeable gap between what TQM can do and what these firms are actually achieving. This is why it's important to look into how TQM can help spur growth in construction.

Considering latest research, there's growing interest in how TQM helps companies perform better across various sectors. There are plenty of studies showing that TQM has positive impacts on running things smoothly and keeping customers

happy. However, most of these studies focus on manufacturing and service industries. There's not a lot of research specifically looking into TQM and how it relates to organizational growth in Rivers state, Nigeria, especially for construction firms in (Okoro, 2020). This gap shows the need to research how TQM can be put into practice effectively to achieve organizational growth specifically for construction firms in Rivers State. This could be key to achieving lasting growth in a challenging market.

AIM AND OBJECTIVES OF THE STUDY

The aim of the study is to investigate the relationship between total quality management and organizational growth. The specific objectives were to;

i. Examine the relationship between teamwork and organizational productivity of construction firms in Rivers state
ii. Determine the relationship between continuous improvement and productivity of construction firms in Rivers state

THEORETICAL/LITERATURE REVIEW

Total Quality Management

For many years, organisations have concentrated on product quality to maintain a competitive advantage in the market. In recent years, several programs have been developed to improve the quality of products and services. The philosophy of total quality management is applicable all over the world; numerous research studies have been conducted on the subject in Ethiopia, Rwanda, and around the world with the goal of reducing quality issues that their products or services encounter in those countries and obtaining customer satisfaction. The definition of quality has not yet been achieved. Many authors have defined the concept of quality in a variety of ways.

Dalhgaurd et al. (1999) saw TQM as an organisational culture distinguished by customer satisfaction and the continuous pursuit of improvements for all employees. Oakland (1989) asserted that for an organisation to be truly effective, all of its parts must work together to achieve the same goal, recognising that every individual and activity has an impact on the other, and that the methods and techniques used in TQM can be applied to any type of organisation. Dale (1999) defines TQM as a quality management approach based on the participation of all members of the organisation and with the goal of achieving long-term success via customer satisfaction and benefits for all members of the organisation.

According to Sheba et al. (1993), Total Quality Management (TQM) is an evolving system of practices, tools, and training techniques used to manage businesses in order to ensure customer satisfaction in a rapidly changing world. The Federal Office of Management Budget Circular of the United States defines TQM as a comprehensive organisational approach to meeting customer needs and expectations that involves all managers and employees in using quantitative methods to continuously improve the organization's processes, products, and services (Milakovich 1990).

This can also help companies maintain their competitive position (Terziovski, 2006). TQM is a source of excellence performance, successful business solutions, delighting suppliers and customers (Mohanty & Behera, 1996) and continuous improvement in organization activities (Claver-Cortes et al., 2008; Teh et al., 2009).

Teamwork: Teamwork is the collaborative efforts of a group of individuals to achieve a common objective. Internal collaboration characteristics include leadership style, diversity (in terms of talent, personality, and culture), communication, cohesion, and other aspects that have an impact. External factors influencing teamwork, on the other hand, include politics, economics, social issues, and technology. Wag (1997) defined teamwork as working together in a group to achieve the same goals and objectives for the benefit of clients and organisations in order to provide a good service (productivity).

Ruth (2007) said that employee teamwork is perceived as a larger group of individuals compared to specific job positions. In collaboration, the workload is reduced and divided into smaller parts so that everyone may participate. Alan (2003) defines teamwork as a group of professionals that work hard to achieve a common goal by utilising complementary abilities, mutual responsibility, and good cooperation. Despite the numerous efforts made by the employees to complete the major action goals, nothing significant is accomplished. The ability to work together to achieve a common goal is known as team work. Fuel enables ordinary people to achieve unique results.

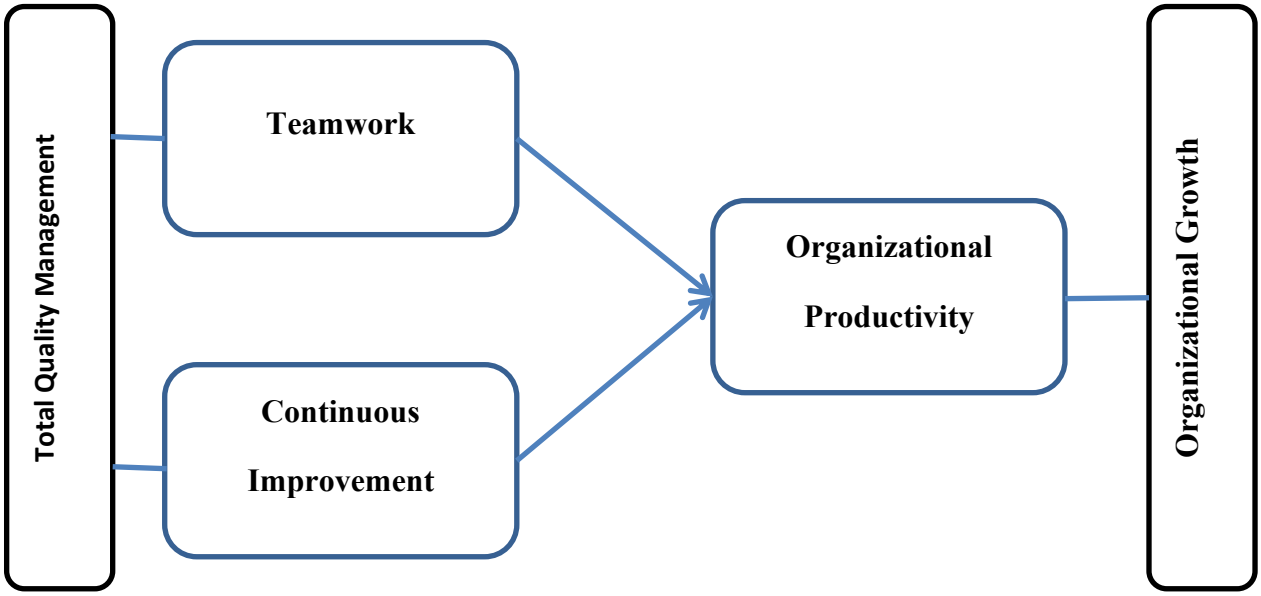
In general, collective action encourages collaboration throughout any organisation or institution seeking success. Individuals can gain more autonomy and get more benefits from collaborative group work. Meeting with others may also help people understand the necessity of cooperation and the operation of companies, while also establishing a culture focused on teamwork success. According to Davis (2007), businesses consistently emphasise the value of hiring individuals who can work in groups, and they generally use teamwork when they want to emphasise the relevance of the varied skills held by different employees. Organisations, on the other hand, organise their employees into several teams, such as management, production, and so on.

Continuous Improvement: In response to rising customer expectations, more competition, and increasing globalisation, businesses are increasingly required to improve their operational processes (Kim et al., 2010). In response, many businesses are implementing continuous improvement programs that need the participation of executives and employees at all levels (Bhuiyan et al., 2005). These programs may be a strategic strategy for increasing and maintaining competitiveness by leveraging the workforce's combined knowledge and skills to boost overall business performance.

Continuous improvement methods are adopted at several levels of an organisation, including senior leadership, departmental, and individual levels (Bhuiyan et al., 2005). While some obstacles to implementing continuous improvement programs arise from the organization's strategic position, others are more practical, such as a lack of well-defined procedures or resistance to change (Górska & Nowicki, 2022). According to Wickramasinghe and Chathurani (2020), continuous improvement is a company-wide endeavour to create and implement new procedures and

techniques for work and production processes. The continuous improvement process is typically the outcome of a culture that welcomes a variety of improvement initiatives targeted at attaining success while reducing the chance of failure.

This emphasis on ongoing refinement aligns with the notion of rapid progress, where organizations strive to optimize their workflows to save time and resources (Awan et al., 2017).



Source: researcher's conceptualization

Organizational Growth

Organizational growth is a complex phenomenon influenced by various factors, including leadership, organizational capabilities, and the institutional context. Studies have shown that effective leadership plays a crucial role in driving organizational growth, with entrepreneurial leadership being particularly significant (Schumpeter, 1911; Haque et al., 2016). The resource-based view (RBV) also highlights the importance of organizational capabilities, emphasizing that companies must leverage their unique resources and competencies to achieve growth (Penrose, 1959; Barney, 1991). This approach has been widely adopted in recent research, with authors like Nason and Wiklund (2018) noting its dominance in studies on organizational growth.

Futhermore, leadership and organizational capabilities, the institutional context is another critical factor influencing growth. This includes regulatory, normative, and cognitive pressures that organizations must navigate (Machado, 2016; Crubellate et al., 2008). The ability of organizations to adapt to these contextual conditions is essential for sustained growth (Bowen & Clercq, 2008; Davidsson & Henrekson, 2002). Moreover, dynamic capabilities such as innovation and strategic management are increasingly recognized as vital for enhancing organizational performance and facilitating growth (Dobni & Sand, 2018; Schoemaker et al., 2018). These factors interplay to create a dynamic environment where organizations can thrive or struggle based on their strategic responses.

Recent studies have sought to integrate these various perspectives, recognizing that organizational growth is likely the result of multiple interacting factors (Machado, 2016; Kor & Mesko, 2013). By adopting a conciliatory approach that considers leadership, organizational capabilities, and the institutional context, researchers can provide a more comprehensive understanding of growth processes (Crubellate et al., 2008). This integrated perspective is crucial for developing effective strategies that align with both internal organizational strengths and external environmental demands, ultimately leading to sustainable organizational growth.

Organizational Productivity: Productivity is super important for companies. It shows how well they use their resources to reach their goals. When we talk about productivity, we mean measuring how much a company produces compared to the time and money it spends (Drucker, 1999). This includes things like how happy customers are, how much it costs to make things, and how well employees are doing. Basically, productivity is about getting the most out of what you have (Pritchard, 1992. But today, there's more to it. It's not just about working hard but also about making sure workers are engaged, using the latest tech, and adjusting to changes in the market (Brynjolfsson & McAfee, 2014). For companies wanting to grow and succeed in tough markets, boosting productivity is key.

One big factor that affects productivity is the people who work there. Research shows that happy and well-trained employees make a difference (Becker, 1964). When companies put money into training, workers get better at their jobs and this improves overall performance and helps with problem-solving (Noe, Hollenbeck, Gerhart, & Wright, 2017). Also, the style of a leader can really motivate employees and impact how productive they are. Technology has changed how companies operate too (McKinsey Global Institute, 2017). With tools like automation and artificial intelligence, businesses can make better decisions, speed up their work, and serve customers better. Furthermore, how a company

is structured matters (McKinsey Global Institute, 2017). Flexible and less rigid organizations tend to be more productive. This is because communication and teamwork improve, making it easier to make decisions (Burns & Stalker, 1961).

EMPIRICAL REVIEW

Teamwork and Organizational Productivity

Munezero (2022) examined the effect of employee teamwork practices on organizational productivity within private universities in Kenya. Focusing on Africa Nazarene University, Munezero employed a descriptive research design, utilizing quantitative methods to assess the impact of team communication, motivation, and leadership on productivity. The study found that effective team communication significantly enhances organizational productivity, with regression analysis indicating a positive and substantial relationship between the two variables. Similarly, team motivation and leadership were found to have a significant positive effect on productivity, underscoring the importance of cohesive teamwork practices in academic institutions.

Agarwal and Adjirackor (2016) investigated the impact of teamwork on organizational productivity in selected basic schools. The researchers adopted a descriptive survey design, collecting data through questionnaires administered to teaching and non-teaching staff. The findings revealed that teamwork positively influences employee performance, with factors such as team trust, esprit de corps, and recognition playing pivotal roles in enhancing productivity. The study recommended the adoption of teamwork activities to bolster organizational outcomes.

Muric et al. (2019) conducted a study analyzing the effect of collaboration on individual productivity using data from platforms like GitHub and Wikipedia. The research employed a quantitative approach, analyzing the activity of over two million users to understand how the number of collaborators affects individual output. The study discovered that smaller groups exhibit super-linear productivity, where increasing team size leads to disproportionately higher individual productivity. However, this effect saturates in larger teams, suggesting an optimal team size for maximizing productivity.

Weimar et al. (2017) explored the influence of teamwork quality on software team performance. Utilizing a survey-based research design, the study collected data from 252 team members and stakeholders to assess factors such as trust, value sharing, and coordination of expertise. The results indicated that high-quality teamwork is significantly related to enhanced team performance, explaining a substantial variance in performance ratings. The study highlighted the critical role of trust and effective coordination in achieving superior team outcomes in software development projects.

These findings explain the various influence of teamwork on organizational productivity. Effective communication, motivation, leadership, trust, and optimal team size emerge as cardinal factors that organizations should embrace to improve performance and productivity. But these findings might not be the case of construction firms in Port Harcourt, hence, the applicability of their findings cannot be ascertained. The none applicability is traced to the difference in geographical setting, combinations of variables, methodologies adopted. Due to these gaps, this study hypothesized that:

H_{01}: There is no significant relationship between teamwork and productivity of construction firms in Port Harcourt

Continuous Improvement and Organizational Productivity

Khan et al., (2018) conducted a study on the impact of continuous improvement on organizational performance in Pakistan. They employed a quantitative research design, utilizing surveys to collect data from various industrial sectors. The methodology involved statistical analysis to assess the correlation between CI practices and performance metrics. The findings indicated that CI significantly enhances productivity by improving quality performance, increasing employee commitment, and reducing costs.

In 2016, researchers explored the organizational infrastructure necessary to sustain CI capabilities. The study utilized a database of 266 firms to analyze key dimensions such as strategic alignment, teamwork for problem-solving, and goal management systems. Through empirical investigation, the study found that a well-structured organizational infrastructure positively influences the effectiveness of CI initiatives, leading to improved productivity.

A comprehensive analysis conducted in 2023 examined the role of continuous improvement in organizational performance. This desk review synthesized existing literature and empirical studies to explore both the positive and negative effects of CI on various performance metrics. The analysis revealed that while CI generally contributes to enhanced performance and adaptability, its success largely depends on factors such as leadership support and organizational culture.

Al-Dhaafri and Alosani (2024) investigated the collective effect of leadership, continuous improvement, and benchmarking on organizational performance. The study employed a survey questionnaire, gathering data from 355 respondents within the Dubai police organization. Using Structural Equation Modelling (SEM) and SmartPLS for data analysis, the research found that leadership, CI, and benchmarking significantly influence organizational performance. Additionally, the study confirmed the mediating role of an Excellence-Oriented Culture (EOC) in enhancing the impact of these factors on performance outcomes.

These studies highlighted above underscore the critical role of continuous improvement in enhancing organizational productivity. They revealed that the successful implementation of CI practices is built on supportive leadership, strategic alignment, and a culture that supports excellence and adaptability. But these findings might not be the case of construction firms in Port Harcourt, hence, the applicability of their findings cannot be ascertained. The none applicability is traced to the difference in geographical setting, combinations of variables, methodologies adopted. Due to these gaps, this study hypothesized that:

H_{02}: There is no significant relationship between continuous improvement and productivity of construction firms in Port Harcourt

METHODOLOGY

The study adopted the correlational research design. In correlational research, the investigator deliberately seeks to examine links (or relationships) between variables without introducing an intervention. For this study, the construction companies were studied in Port Harcourt. According to the Corporate Affairs Commission (2020), there are fifty-three (53) construction companies in Port Harcourt city local government area and the Obio/Akpor local government areas. The 53 companies within the study area sited along the hearts of PHALGA and OBALGA. The employees in these construction companies form the targeted population of this research study. The researcher selected ten construction companies from Port Harcourt based on the criteria of staff strength and proper organizational structure. On the staff strength, only companies that have permanent staff strength of above 50 were examined. Below is a list of the companies and the number of management staff examined.

S/N	NAMES OF CONSTRUCTION COMPANIES	ADDRESS	STAFF STRENGTH
1	Mercury Engineering & Construction	OBALGA	65
2	Megastar Technical & Construction Company	OBALGA	73
3	Monier Construction Company Nig. Ltd.	OBALGA	82
4	Kon-X-Group	OBALGA	51
5	Setraco Nigeria Limited	OBALGA	91
6	Taitor Construction Services Limited	PHALGA	51
7	Lubrik Construction Company Limited	PHALGA	87
8	Handyman Construction Nigeria Limited	PHALGA	52
9	Germaine Construction Nigeria Limited	PHALGA	52
10	Metojen Construction Company Nigeria Limited	PHALGA	53
	TOTAL		**657**

The study adopted the simple random sampling technique and the proportionate sampling for questionnaire distribution. The study sample size would be arrived at using the Taro Yamen's 1970 formula:
The calculation is as following:

$$n = \frac{N}{1 + N(e)^2}$$

Where:
n = sample size (Number of employees)
N = population size (Total number of employees) = 657
1 = constant
e = level of significance at 0.05
The sample size for the study therefore would be 249.The sampling technique applied in this study would be the simple random technique in which every member has an equal chance of being selected. From the total sample size above, the individual firms sample size would be calculated using the Bowley's proportionate population allocation formula given as:

$$nh = \frac{nNh}{N}$$

Where,
$\mathbf{n_h}$= Sample size for each organization
$\mathbf{N_h}$= Population size for each organization
N= Population of the study
n= Total sample size

S/N	NAMES OF CONSTRUCTION COMPANIES	ADDRESS	STAFF	SAMPLE
1	Mercury Engineering & Construction	OBALGA	65	25
2	Megastar Technical & Construction Company	OBALGA	73	28
3	Monier Construction Company Nig. Ltd.	OBALGA	82	31
4	Kon-X-Group	OBALGA	51	19
5	Setraco Nigeria Limited	OBALGA	91	34
6	Taitor Construction Services Limited	PHALGA	51	19
7	Lubrik Construction Company Limited	PHALGA	87	33
8	Handyman Construction Nigeria Limited	PHALGA	52	20
9	Germaine Construction Nigeria Limited	PHALGA	52	20
10	Metojen Construction Company Nigeria Limited	PHALGA	53	20
	TOTAL		**657**	**249**

The data for this study was collected through the use of questionnaire. The questionnaire was structured in a simple and direct method, and also, complex questions were avoided. The variables of the study, both predictors and criterion variables, are measured using the 5-point Likert scale (where, 5 = very high extent, 4 = high extent, 3 = moderate extent, 2 = low extent, 1 = very low extent). Predictor variables, total quality management was made operational in continuous improvement and teamwork, while organizational growth is the criterion variable. The organizational growth is made operational in productivity.
The Pearson's product moment correlation was used to test the hypotheses raised through the use of the social science statistical package (SPSS), version 22. The reason for choosing the Pearson's product moment correlation as a statistical tool is because the research questions were formulated in ordinal form.

RESULTS AND DISCUSSION OF FINDINGS

Table 1: Test of Teamwork and Productivity

Correlations

		Teamwork	Productivity
Teamwork	Pearson Correlation	1	.892**
	Sig. (2-tailed)		.000
	N	249	249
Productivity	Pearson Correlation	.892**	1
	Sig. (2-tailed)	.000	
	N	249	249

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

Based on the obtained findings, the Pearson Correlation Coefficient is determined to be 0.892, with a corresponding P value (two-tailed) of 0.000. Given that the obtained p-value of 0.000 is less than the predetermined significance level of 0.05, it is therefore appropriate to reject the null hypothesis and instead adopt the alternative hypothesis. Based on the results shown in Table above, a statistically significant positive correlation coefficient (r = 0.892) is seen between teamwork and productivity. The coefficient of determination, shown as r^2 = 0.79, indicates that around 79% of productivity can be explained by teamwork, with the remaining 21% being influenced by other factors. The p-value found, which is 0.000 ($p < 0.05$), suggests a statistically significant link. Based on the facts at hand, the null hypothesis was found to be statistically significant and hence rejected. The present analysis provides further support for the prior research undertaken by Agarwal and Adjirackor (2016), which proposed thatteamwork positively influences employee performance, with factors such as team trust, esprit de corps, and recognition playing pivotal roles in enhancing productivity.

Table 2: Test of Continuous Improvement and Productivity

Correlations

		Continuous Improvement	Productivity
Continuous Improvement	Pearson Correlation	1	.901**
	Sig. (2-tailed)		.000
	N	249	249
Productivity	Pearson Correlation	.901**	1
	Sig. (2-tailed)	.000	
	N	249	259

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

The Pearson correlation coefficient was found to be 0.901, indicating a strong positive correlation. The p-value (two-tailed) was determined to be 0.000, suggesting that the observed correlation is statistically significant. Given that the obtained p-value of 0.000 is less than the predetermined significance level of 0.05, it is therefore appropriate to reject the null hypothesis and instead adopt the alternative hypothesis. Based on the results presented in the table 2 above, a substantial positive correlation coefficient (r = 0.901) has been observed between Continuous Improvement and Productivity. The coefficient of determination, shown as r^2 = 0.82, indicates that about 82% of the variability in productivity can be explained by continuous improvement, leaving the remaining 18% to be influenced by other variables. The statistical significance of the p-value being less than 0.05 ($p < 0.05$) suggests the existence of a significant association. The study done yielded statistically significant results, leading to the rejection of the null hypothesis. This

is consistent with the research conducted by Khan et al., (2018), which posits that CI significantly enhances productivity by improving quality performance, increasing employee commitment, and reducing costs.

CONCLUSION

This study examined the impact of Total Quality Management (TQM) on organizational growth in selected construction firms in Port Harcourt, Rivers State. The findings revealed that TQM practices, particularly teamwork and continuous improvement, significantly enhance productivity. The strong positive correlations between these TQM dimensions and productivity indicate that organizations that prioritize quality management principles experience substantial growth. However, despite the apparent benefits, many firms struggle with full implementation due to resistance to change, lack of awareness, and insufficient resources. Addressing these challenges is crucial for achieving sustainable organizational growth in the competitive construction industry of Port Harcourt.

RECOMMENDATIONS

- Organizations should invest in training programmes to enhance employees' understanding of TQM principles. This will improve their ability to contribute effectively to continuous improvement initiatives and teamwork, thereby fostering a culture of quality excellence.
- Firms should leverage digital tools and automation to streamline quality control processes, monitor performance metrics, and facilitate real-time feedback mechanisms. This will enhance operational efficiency, reduce errors, and ensure consistent adherence to quality standards.

REFERENCES

1. Adeyemi, S. (2015). Organizational growth and the role of quality management in emerging markets. *Nigerian Journal of Business Studies, 10(2)*, 67-81.
2. Agarwal, R., & Adjirackor, T. (2016). Impact of teamwork on organizational productivity in some selected basic schools. *International Journal of Educational Learning and Development, 4(3)*, 10-26.
3. Al-Dhaafri, H. S., & Alosani, M. S. (2024). The role of leadership, continuous improvement and benchmarking on organizational performance: the mediating mechanism of EOC. *Benchmarking: An International Journal.*
4. Awan, A.G. & Syeda Zurait-ul Zahra (2017). Impact of Innovation on Consumers' behavior: A case study of Pak Electron Ltd. *European Journal of Business and Innovation Research*, 2(6), 93-108
5. Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management, 17(1)*, 99-120.
6. Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17(1), 99-120.
7. Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. *Organizational Dynamics, 18(3)*, 19-31.
8. Becker, G. S. (1964). *Human capital: A theoretical and empirical analysis, with special reference to education.* University of Chicago Press.
9. Bhuiyan, Nadia, & Baghel, Amit. (2005). An overview of continuous improvement: From the past to the present. *Management Decision*, 43, 761-771
10. Bowen, H. P., & Clercq, D. D. (2008). Institutional Context and the Allocation of Entrepreneurial Effort. *Journal of International Business Studies*, 39(4), 747-767.
11. Brynjolfsson, E., & Hitt, L. M. (2000). Beyond computation: Information technology, organizational transformation, and business performance. *Journal of Economic Perspectives, 14(4)*, 23-48.
12. Brynjolfsson, E., & McAfee, A. (2014). *The second machine age: Work, progress, and prosperity in a time of brilliant technologies.* W. W. Norton & Company.
13. Burns, T., & Stalker, G. M. (1961). *The management of innovation.* Tavistock Publications.
14. Crubellate, J. M., et al. (2008). *Reconciling Resource-Based View with Institutional Forces*.
15. Davidsson, P., & Henrekson, M. (2002). Determinants of the Prevalence of Start-Ups and High-Growth Firms. *Small Business Economics*, 19(2), 81-104.
16. Deming, W. E. (2000). *Out of the crisis.* MIT Center for Advanced Educational Services.
17. Dobni, C. B., & Sand, S. (2018). Innovation and Organizational Performance: A Systematic Review. *Journal of Innovation Management*, 6(1), 1-23.
18. Drucker, P. F. (1999). *Management challenges for the 21st century.* HarperBusiness.
19. García-Sabater, J. J., Marín-García, J. A., & Perello-Marin, M. R. (2016). The organizational infrastructure of continuous improvement – an empirical study in the Spanish automotive industry. *International Journal of Advanced Manufacturing Technology, 85*, 631–647.
20. Gordon, R. J. (2016). *The rise and fall of American growth: The U.S. standard of living since the Civil War.* Princeton University Press.
21. Górska, P., & Nowicki, P. (2022). Continuous improvement and its impact on customer satisfaction in Polish manufacturing companies. In M. Grabowska & J. Wawak (Eds.), Quality Management. *Lecture Notes in Management and Industrial Engineering* (pp. 37-48). Springer, Cham.
22. Haque, A., et al. (2016). Entrepreneurial Leadership and Organizational Growth. *Journal of Small Business Management*, 54(3), 531-546.

23. Ike, J. (2016). Total quality management practices in the Nigerian construction industry. *International Journal of Quality & Reliability Management, 33(7)*, 891-905.
24. Juran, J. M. (2010). *Juran's quality handbook: The complete guide to performance excellence.* McGraw-Hill Education.
25. Kaplan, R. S., & Norton, D. P. (1992). The balanced scorecard: Measures that drive performance. *Harvard Business Review, 70(1)*, 71-79.
26. Khan, H. U., Ali, S., & Hongqi, L. (2018). Impact of continuous improvement on organization performance insight from Pakistan: An empirical study. *International Journal of Innovation, Management and Technology, 9(1)*, 7-14.
27. Kim, K., Kim, M., & Lee, K.-E. (2010). Assessment of foodservice quality and identification of improvement strategies using hospital food-service quality mode. N*utrition Research and Practice*, 4 (2), pp. 163-172.
28. Kor, Y. Y., & Mesko, A. (2013). Dynamic Managerial Capabilities: Configuration and Orchestration of Human Resources, Resources, and Capabilities in Value Creation. *Journal of Management Studies*, 50(5), 768-795.
29. Machado, H. V. (2016). Business Growth: A Review of the Literature. *Journal of Business Research*, 69(9), 3493-3503.
30. McKinsey Global Institute. (2017). *A future that works: Automation, employment, and productivity.* McKinsey & Company.
31. Munezero, A. V. (2022). Effect of employee teamwork practices on organizational productivity among private universities in Kenya. *Africa Nazarene University Repository.*
32. Muric, G., Abeliuk, A., Lerman, K., & Ferrara, E. (2019). Collaboration drives individual productivity. *arXiv preprint arXiv:1911.11787.*
33. Nason, R. S., & Wiklund, J. (2018). An Assessment of Resource-Based Theory: 15 Years After Barney. *Journal of Management*, 44(1), 256-284.
34. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2017). *Fundamentals of human resource management.* McGraw-Hill Education.
35. North, D. C. (1990). *Institutions, institutional change and economic performance.* Cambridge University Press.
36. Okoro, C. (2020). The evolution of the construction industry in Port Harcourt: Challenges and prospects. *Nigerian Journal of Construction Engineering, 15(1)*, 45-60.
37. Owolabi, L. (2018). Quality management practices and their impact on firm performance: A study of Nigerian construction firms. *Journal of Business and Management, 20(4)*, 233-248.
38. Penrose, E. T. (1959). *The Theory of the Growth of the Firm*. Oxford University Press.
39. Porter, M. E. (1985). *Competitive advantage: Creating and sustaining superior performance.* Free Press.
40. Pritchard, R. D. (1992). Organizational productivity. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of industrial and organizational psychology* (pp. 443-471). Consulting Psychologists Press.
41. Schoemaker, P. J. H., et al. (2018). Strategic Leadership: The Essential Skills. *Harvard Business Review*, 96(1), 131-134.
42. Schumpeter, J. A. (1911). *The Theory of Economic Development*. Oxford University Press.
43. Senge, P. M. (1990). *The fifth discipline: The art and practice of the learning organization.* Doubleday.
44. SSRN Electronic Journal. (2023). The role of continuous improvement in organizational performance: A comprehensive analysis. *SSRN Electronic Journal.*
45. Uche, M., & Nwafor, P. (2017). Measuring organizational growth in emerging economies: A case study approach. *African Journal of Business Management, 11(12)*, 1-10.
46. Weimar, E., Nugroho, A., Visser, J., Plaat, A., Goudbeek, M., & Schouten, A. P. (2017). The influence of teamwork quality on software team performance. *arXiv preprint arXiv:1701.06146.*
47. Wickramasinghe, V., & Chathurani, M. (2020). Effects of continuous improvement in streamlining HRM practices. *Bus. Process. Manag. J.*, 27, 883-900.