American Research Journal of Humanities & Social Science (ARJHSS)

E-ISSN: 2378-702X
Volume-06, Issue-12, pp-64-70
www.arjhss.com

Research Paper Open Access

# The Effects of Total Quality Management (TQM) Implementation on Bank Financial Performance in the Gambia.

Adefarakan Adejoke Yetunde[1], Morro Krubally[2]
[1]*MSc Candidate, Faculty of Business and Public Administration, Univesity of the Gambia*
[2]*Senior Lecturer, Faculty of Business and Public Administration, Univesity of the Gambia*
*Corresponding author: Dr Morro Krubally[2]*

**ABSTRACT :** The research was conducted to explore the effects of total quality management (TQM) implementation on bank financial performance in the Gambia. Literature review reveals that the implementation of TQM practice by banks in the Gambia is still at rudimentary level or nearly non-existent in most banks in the Gambia. Exploratory research was used in order to have a better and deeper understanding of the research problem. Furthermore, since the problem was hardly studied, the research of an exploratory nature was required, which enabled the development of clear objectives. A sample size of 323 bank employees were selected in this research. However, of the sample size, 220 respondents were used for data analysis. The findings of this study revealed that implementation of TQM practices leads to high financial performance. The outcomes furthermore showed that the banks should start a company's wide perception of TQM implementation through management commtment employee training, continous improvement and quality control measure. These actions will enhance the implementation of the TQM and thus, improve banks' financial performance.

**Keywords:** Top Management, Employees Training, Contiuous Improvement, Quality Control, Performance.

## I. INTRODUCTION

This paper begins with a brief review of global position of Total Quality Management (TQM) and the effects of implementation by the banking industry, followed by a review on performance practices of the Gambia banking industry[1]. Total Quality Management (TQM) is concerned with all aspects of an organization's operations [1],[3]. Researchers place a high value on improving organizational performance in order to compete in today's global marketplace[1], [4]. Implementing TQM practices in manufacturing and service organizations helps them gain a competitive advantage by driving innovative solutions and identifying the factors that play a significant role in successful changes as well as cultural development [5],[7]. Due to tough competition, a dynamic environment, and rapidly changing customer behavior, business operations are critical these days [8],[10]. It has become necessary for every organization to maintain its market position; it must cope with innovative and productive practices. That is the motivation for implementing TQM practices in order to thrive as well as survive rather than gaining a competitive advantage[3]. TQM emerged in 1980 and has since enriched management concepts, allowing researchers to investigate modified and new ways to improve organizational performance around the world [11],[13].

Ishikawa, Feigenbaum, Deming, Juran Taguchi, Crosby, Groocock, and others are quality management gurus who bring new ideas to maintain high quality standards[14],[16]. It has also been observed that many contributions made by researchers are simply theory building. As a result, TQM practices within organizations are still rudimentary, despite extensive research on the subject [16]. Furthermore, the global market has implemented quality measures all over the world, demonstrating a positive attitude toward TQM [15]. TQM was once thought to work in tandem with operations management, but this notion has since been disproven [5]. TQM has emerged as a distinct discipline and is gaining traction. Many organizations are now involved in establishing and implementing various TQM practices in order to achieve their goals within their given circumstances and cultural contexts[5], [6], [11]. It can also be stated that TQM strategy is not uniformed; rather, each organization strives to develop it in accordance with its own needs in order to achieve the desired results [5].

## II. PROBLEM STATEMENT

Banks in the Gambia face numerous challenges that affect their service delivery in terms of quality to their customers, which include, among other things, the following: low level of financial intermediation due to commercial banks' appetite for holding government securities, literacy level, market power, bank size, liquidity, capital adequacy, regulations, bank location and profitability, credit risks, earnings, GDP, and inflation [17]. The banking infrastructure in the Gambia fraught with frequent power outages, as well as high data tariffs and interruptions in internet services, which hinder businesses' operational efficiency. Telecommunications operating costs remain high, and services are slow and prone to outages due to ongoing maintenance [18]. Furthermore, The Gambia's banking sector has faced challenges ranging from slow service delivery to managers' lack of knowledge/commitment to TQM, low employee training on customer service, issues of continuous training, and inadequate or not absent quality control measures (Personal communication, GT bank Manager, 2023). Furthmore, more challenges include stiff competition, regulatory and supervisory issues, global market impacts, local macroeconomic constraints, and growth challenges [19]. Thus, the purpose of this study was to investigate the Effects Of Total Quality Management (TQM) Implementation On Bank Performance in The Gambia.

## III. LITERATURE REVIEW

### 3.1 Financial Performance

Financial Performance is a measure of how much a company's ability to create profit, profit or revenue. How to measure the company's financial performance in creating profits, especially companies in the financial industry such as Banking. This can be viewed from the financial statements. The financial statements consist of; (a) Balance Sheet, (b) Income, (c) Cash flow, (d) Changes in capital [20]. In this study, financial performance is measured in tems of efficiency, growth, and profit.

### 3.2 Top Management Commitment

Employees who work in an environment where management is not committed to service excellence cannot effective in handling customer needs and grievances. Unless management is fully committed to service excellence, any efforts made by such employees are doomed to fail from the start [21]. Because employees play a vital role in the service delivery process, service firm management should view their staff as strategic partners in the delivery of service quality and the retention of satisfied and loyal customers [22]. Mistakes and failures in service delivery, on the other hand, are inevitable. As a result, service providers must strive to do things very right at all times. Otherwise, service failures have a number of negative consequences (for example, customer dissatisfaction, negative word-of-mouth, and decreased repurchase behavior) [23]. According to[22], management desires and good intentions are meaningless if employees do not perceive them to be such. Top management commitment aids in the development of employee trust.[23], [25]. Top managers must always focus on developing employees' skills and capacity by enrolling them in training programs that are specifically designed to increase productivity and quality of goods and service. According to studies, leaders who demonstrate commitment to their organizations perform better [26]. By being committed, their followers emulate the behavior that leads to the organization's success [25] According to Karim and Qamruzzaman (2020), transformational leaders who are able to develop trusting interactions by doing what they say they will do succeed more.They set a good example by being committed in achieving superior financail performance. Managers can demonstrate their commitment to the organization and its people by contineing their commitment to implementation of TQM for ultimate superiro financial performance [21].Therefore, arising from these discussions is hypothesis ($H_1$) was proposed:

**$H_1$.** There are positive and significant relationship between management commitment and bank firm performances

### a. Employee Training

Training involves activities including participation, mentoring, and peer participation and cooperation [27]. This aims at developing teamwork and team spirit that improves performance at both personal and organizational levels. Superior job performance results from self-efficiency. Training entails systematic intervention that improves the performance of individual employees on their job [28], [29]. It focuses on necessary skills that aim at achieving the bank'sobjectives and goals. Banks that have satisfied employees have better organizational performance[29]. According to several researchers, as the world continues to become a global village, various businesses face both environmental uncertainty and new challenges [29]. This is reason for banks to invest in their employees through effective training and development programs to provide them with the capacity to do their jobs[28]. Employees can easily handle uncertainties through the programs, for example, by making effective decisions. This strategy allows the bank to stay competitive in the industry. Effective training programs benefit banks by developing and maintaining employee capabilities, retaining talented employees, and increasing workforce flexibility[30]. Banks with structured training and development programs demonstrate commitment to their employees and boost employee morale. They gain a competitive advantage in the banking industry as a result of improving employee performance, which ultimately improves organizational productivity such as financial performance[28]. Therefore, arising from these discussions is hypothesis ($H_2$) was proposed:

**$H_2$.** There are positive and significant relationship between employee training and bank firm performances

**b. Continous Improvement**

Continuous improvement (CI) is a quality philosophy that assumes that further improvements are always possible and that processes must be re-evaluated and improvements implemented on a regular basis [31]. CI also seeks small improvements in processes and products in order to improve quality and reduce waste [31]–[33]. CI also includes the belief that an organization should constantly measure the effectiveness of its operations and strive for more challenging goals in order to satisfy its customers [31]. CI is defined as an ongoing effort to improve products, services, or processes [34]. These initiatives can aim for 'incremental' improvement over time or 'breakthrough' improvement all at once. The role that continuous improvement plays in improving quality, customer satisfaction, employee engagement, and productivity is evident in literature [31], [32]. CI is essentially a "never-ending" qualitative journey whose main focus, according to Deming's teachings, is to refuse to accept the current way of doing business as the best way, even if it is profitable [31]. CI entails simplification and improved customer service through greater empowerment of individual employees and less bureaucracy in the workplace [15], [16]. CI will, in essence, operate in all industries, from manufacturing and distribution to purely service industries [31]. Every industry, including banking services, has a basic structure or set of basic economic and technical characteristics that give rise to competitive forces. A company's strategy can either strengthen or weaken its position in the industry [33].Therefore, arising from these discussions is hypothesis (H3) was proposed:

**$H_3$.** There are positive and significant relationship between continuous improvement and bank performance

**c. Quality Control**

A myriad of scholars have studied the relationships between quality control practices and the effects of these practices on performance, but the results are inconsistent and contradictory among scholars [35]. These findings indicate that there is a positive relationship between quality control practices and firm performance, as well as other variables such as product quality, product and process performance, perceived quality, quality drivers, lower costs, more satisfied customers, and improved financial performance[35]. A large body of literature emphasizes the positive impact of quality management practices on performance[35], [37] , but others have found no relationship between quality management practices and performance[35]. As a result, quality control management is critical to an organization's productivity and performance. As a result, it appears that quality practices are critical for banks' long-term survival. Therefore, arising from these discussions is hypothesis ($H_4$) was proposed:

**$H_4$.** There are positive and significant relationship between quality control and bank performance

## IV. RESEARCH METHOD

### 4.1 Research Design

This study was carried out using a survey design. This study attempted to test the relationship between variables by collecting data and tabulating their frequencies or interactions [38]. The study's goal was to gather information from respondents about their perspectives on the impact of TQM on commercial banks' financial performance. The study's target population included 2034 top and middle-level managers and other employees from Gambia's commercial banks. The total sample size of 323 employees was deemed adequate because they were the ones who implemented and improved TQM practices.

### 4.2 Sampling Design

The sampling plan for the study describes the sampling unit, sampling frame, sampling procedures, and sample size. Accordign to [39], a sample size between 300-500 is sufficient to represent a target population. The researcher used a sample from the population 3034 of bank employees using stratified random sampling, thus, the sample size for the study was 323 people.

The study relied on primary data. Closed ended questionnaires were used to collect data from respondents. The questionnaire was distributed using a proportional formula. As a result, each respondent in each bank received the exact same set of questions. The respondents were informed of the purpose of the study and assured of their confidentiality.

**a. Data Analysis**

The data obtained for this study was arranged chronologically in relation to the questionnaire outline to ensure that the correct code is entered for the correct variable before being cleaned and tabulated. The tabulated data was analyzed with the help of the structural Equation Modeling-Partial Least Square (SEM-PLS) This is a Based on the predictive power of the framework SEM-PLS was used to evaluate the relationship between the independent variables (top managemen commitment, employees training, continous improvement and quality control) and dependent variable (financial performance).

## V. FINDINGS

The SEM-PLS software was used to determine the possible relationships between top management commitment and financial performance, employee training and financial performance, continous improvement and financial performance and quality control and financial performance. From the analysis, there was a significant positive correlation between top management commitment and financial performanc which was statistically significant Results shows ($\beta$ = 0.617, t-value= 11.671, p-value = 0.000). Based on the results obtained, P < 0.05**,** hence **$H_1$**, was supported; thus, top management commitment does have a positive and significant relationship with financial performance;

Results shows ($\beta$ = 0.322, t-value= 8.114, p-value= 0.000). Based on these results obtained P < 0.05, hence **$H_2$** was supported; employee training does have a positive and significant relationship with financial performance;

Results shows ($\beta$ = 0.019, t-value = 2.186, p-value= 0.031). Based on the results obtained, P < 0.05, **$H_3$** was supported; contiunous improvement does have a positive and significant relationship with financial performance;

Results shows ($\beta$ = 0.017, t-value = 2.176, p-value= 0.001). Based on the results obtained, P < 0.05, $H_4$ was supported; quality control does have a positive and significant relationship with financial performance.

The discriminant validity of the reflective measurement model was also assessed using Fornell and Larcker's criteria [40]. According to Fornell and Larcker, discriminant validity is established when correlation estimates are compared with constructs and the square root of the average variance extracted of the respective constructs[40]. Based on Table 1, the square root of average values extracted (AVE) of each construct is higher than the corresponding row (the correlation values between constructs).

**Tables 1: Fornel And Lackert's Creterion**

| | FP | MC | ET | CI | QC |
|---|---|---|---|---|---|
| **FP** | **0.7582** | | | | |
| **MC** | 0.5100 | **0.7818** | | | |
| **ET** | 0.7028 | 0.7382 | **0.7746** | | |
| **CI** | 0.5125 | 0.2581 | 0.3229 | **0.7703** | |
| **QC** | 0.0626 | 0.0658 | 0.0589 | -0.0242 | **0.7975** |

## VI. CONCLUSION

The findings of this study contributed to both theoretical and managerial perspectives. From the theoretical standpoint, the results gained from this study are consistent with the findings of previous studes in other jurisdictions which supported these findings by providing empirical evidence thus, enriching the body of knowledge about the TQM. From the managerial perspective, the results of this study showed that there was a significant relationship between TQM dimensions (management commitment, employee training, continueous improvement, and quality control) and financial performance of banks. This means that bank managememt should be concerned about these dimensions to enhance the financial performance of the organization. Furthermore, this study has advanced research in the TQM area by (1) using the conceptual framework of TQM at the organizational level in the Gambian banking industry; (2) This study, provided means for the use of both dependent and independent variables in the analysis to provide empirical results that can be used by bankers in the real world, and by researchers for further research in a context with very limited empirical research in other parts of the world. (3) The results showing how TQM concept can be applied in Gambian context and providing some empirical evidence from a survey. Finally, the proposed model has the potential to contribute to the quality of service and product and the financial performance of banks. The findings can make a significant contribution to banks by providing feedback to managers to improve the financial performance and to better meet the objectives of the organization. Although the results of this study were only drawn from the banking sector in the Gambia, it is known that differences among sectors may impact upon the outcome, but these are outside the scope of this research. Thus, those issues could be addressed by further researchers in the future. The theoretical model of this study can be further extended as well. Moreover, integrating moderating or mediation variable into the model and empirically testing it would make a further research contribution in this vital research stream. The researchers could also build more detailed models specific to a particular set of circumstances.

## REFERENCES

[1]. R. Luburić, "Synergistic effects of total quality management and operational risk management in central banks," *Int. J. Qual. Res., vol. 6, no. 4*, pp. 381–388, 2012, Accessed: Dec. 10, 2023. [Online]. Available: http://www.ijqr.net/journal/v6-n4/8.pdf

[2]. A. A. Abdullahi and S. Bett, "Total Quality Management Practices And Performance Of Commercial Banks In Kenya: Case Of Kenya Commercial Bank Limited," *vol. 3, no. 1*.

[3]. M. Al-Jarrah, K. Hailat, and B. Jarah, "Total quality management and its role in improving customer relations in Jordanian Islamic banks," *Uncertain Supply Chain Manag., vol. 11, no. 1*, pp. 119–126, 2023, Accessed: Dec. 05, 2023. [Online]. Available: http://m.growingscience.com/beta/uscm/5831-total-quality-management-and-its-role-in-improving-customer-relations-in-jordanian-islamic-banks.html

[4]. R. Luburić, "Quality Management Principles and Benefits of their Implementation in Central Banks," *J. Cent. Bank. Theory Pract., vol. 4, no. 3,* pp. 91–121, Sep. 2015, doi: 10.1515/jcbtp-2015-0013.

[5]. A. Aziz, G. M. Herani, and A. Nasar, "Ameliorating financial performance through implementing total quality management practices: a study of Pakistani banks," *KASBIT J. Manag. Soc. Sci.*, vol. 5, pp. 1–9, 2012, Accessed: Dec. 10, 2023. [Online]. Available: http://kasbit.edu.pk/KBJVol_5/1%20Abdul%20Aziz%20-%20AMELIORATING%20FINANCIAL%20PERFORMANCE%20THROUGH.pdf

[6]. K. Mellahi and F. Eyuboglu, "Critical factors for successful total quality management implementation in Turkey: Evidence from the banking sector," *Total Qual. Manag., vol. 12, no. 6*, pp. 745–756, Sep. 2001, doi: 10.1080/09544120120075352.

[7]. P. M. Nyamari, "Effect of Total Quality Management Practices on Operational Performance of Commercial Banks in Mombasa County, Kenya," Thesis, University of Nairobi, 2017. Accessed: Dec. 05, 2023. [Online]. Available: http://erepository.uonbi.ac.ke/handle/11295/103448

[8]. Y. Alaoun, "The Effect of Total Quality Management Practices on Competitive Priorities of Telecommunication Companies in Qatar," PhD Thesis, Doctoral dissertation, 2018.

[9]. C. K. Kathaara, "Total quality management practices and operational performance of commercial banks in Kenya," Thesis, University of Nairobi, 2014. Accessed: Dec. 05, 2023. [Online]. Available: http://erepository.uonbi.ac.ke/handle/11295/76526

[10]. D. W. Waduu and M. Rugami, "Total Quality Management Practices and Performance of Commercial Banks in Kilifi Town, Kenya," *Int. J. Curr. Asp., vol. 3, no. VI*, pp. 1–15, Nov. 2019, doi: 10.35942/ijcab.v3iVI.75.

[11]. H. Madanat and A. Khasawneh, "Impact of total quality management implementation on effectiveness of human resource management in the Jordanian banking sector from employees' perspective," *Acad. Strateg. Manag. J., vol. 16*, pp. 114–148, Apr. 2017.

[12]. T. K. Musyoka, "Influence Of Banking Agents On The Implementation Of Total Quality Management In Commercial Banks: The Case Of Co-operative Bank Of Kenya In Nairobi County," Thesis, University of Nairobi, 2014. Accessed: Dec. 05, 2023. [Online]. Available: http://erepository.uonbi.ac.ke/handle/11295/73557

[13]. Z. Sadq, "The Influence of Total Quality Management on Competitive Advantage towards Bank Organizations Evidence from ErbilIraq," *Int. J. Psychosoc. Rehabil., vol. 24*, pp. 3427–3439, May 2020.

[14]. M. Y. M. Al-Kouran and A. Bouabid, "The Effect of Using the Continuous Improvement Technique on the Performance of Banks: An Applied Study on the Middle East Bank," *Migr. Lett.*, vol. 20, no. S5, Art. no. S5, Aug. 2023, doi: 10.59670/ml.v20iS5.4109.

[15]. D. A. Ramadhanty, M. U. Putri, and M. Asbari, "The Influence of Total Quality Management on Organizational Performance on Bank Services," *J. Inf. Syst. Manag. JISMA, vol. 2, no. 1*, Art. no. 1, 2023, doi: 10.4444/jisma.v2i1.237.
[16]. A. Rawashdeh, "TQM as a source of bank performance and competitive advantage Empirical study in Jordanian banking sector Dr. Adnan M. Rawashdeh- (adnanrawa@yahoo.com) The University of Jordan," *Eur. Sci. J., vol. v10*, Jan. 2014.
[17]. H. S. Yildirim and B. M. Fatty, "An Empirical Analysis of Bank Efficiency in Gambia," *Int. J. Bank. Finance Insur. Technol., vol. 1, no. 1*, pp. 01–15, 2021, Accessed: Dec. 15, 2023. [Online]. Available: https://researchlakejournals.com/index.php/IJBFIT/article/view/108
[18]. US. Embassy Banjul, "The Gambia Economy Challenges," 2023. [Online]. Available: https://gm.usembassy.gov/
[19]. S. A. Jaabi and B. M. Fatty, "Measuring Efficiency Of Commercial Banks In The Gambia," *Adv. Soc. Sci. Res. J., vol. 5, no. 11*, pp. 631–651, 2018, Accessed: Dec. 15, 2023. [Online]. Available: https://www.researchgate.net/profile/Seeku-Jaabi/publication/332902770_Measuring_Efficiency_Of_Commercial_Banks_In_The_Gambia/links/5cd1637a458515712e978732/Measuring-Efficiency-Of-Commercial-Banks-In-The-Gambia.pdf
[20]. D. Fatihudin, "HOW MEASURING FINANCIAL PERFORMANCE," *Int. J. Civ. Eng. Technol. IJCIET, vol. 9, no. 6*, Art. no. 6, Jun. 2018, doi: 10/%281%29Jur.Internasional_sqopus_Q2_IJCIET.pdf.
[21]. T. Simrat and S. Parul, "A Role of Top Management Commitment in adapting Information System in Nationalized and Private Banking," *vol. 12*, 2019.
[22]. S. Karim and M. D. Qamruzzaman, "Corporate culture, management commitment, and HRM effect on operation performance: The mediating role of just-in-time," *Cogent Bus. Manag., vol. 7, no. 1*, p. 1786316, Jan. 2020, doi: 10.1080/23311975.2020.1786316.
[23]. E. K. Anin, D. Essuman, F. Asare-Baffour, D. Manu, and P. A. Asamany, "Enhancing Procurement Quality Performance in a Developing Country: The Roles of Procurement Audit and Top Management Commitment," *Int. J. Public Adm.*, pp. 1–12, Aug. 2022, doi: 10.1080/01900692.2022.2116046.
[24]. N. J. Ashill, M. Rod, and J. Carruthers, "The Effect of Management Commitment to Service Quality on Frontline Employees' Job Attitudes, Turnover Intentions and Service Recovery Performance in a New Public Management Context," *J. Strateg. Mark., vol. 16, no. 5*, pp. 437–462, Dec. 2008, doi: 10.1080/09652540802480944.
[25]. O. M. Karatepe and G. Karadas, "The effect of management commitment to service quality on job embeddedness and performance outcomes," *J. Bus. Econ. Manag.*, v*ol. 13, no. 4*, pp. 614–636, Sep. 2012, doi: 10.3846/16111699.2011.620159.
[26]. F. D. Leksono, H. Siagian, and S. J. Oei, "The Effects of Top Management Commitment on Operational Performance Through the Use of Information Technology and Supply Chain Management Practices," The Effects of Top Management Commitment on Operational Performance Through the Use of Information Technology and Supply Chain Management Practices. Accessed: Dec. 08, 2023. [Online]. Available: https://googleweblight.com/i?u=https://www.shs-conferences.org/en/about-the-journal/indexed-in&hl=id-ID
[27]. M. Tho'in, "Effects of Training, Work Discipline, and Motivation Against Employee Performance at Islamic Bank," *Al-Tijary*, pp. 131–143, Jun. 2018, doi: 10.21093/at.v3i2.1126.
[28]. K. A. A. Bataineh, "Impacts of Employee Training on the Performance of Commercial Banks in Jordan," *Eur. J. Bus. Manag.*, 2014.
[29]. A. Halawi and N. Haydar, "Effects of Training on Employee Performance," *Int. Humanit. Stud., vol. 5*, p. 22, Jun. 2018.
[30]. A. C. Et Al., "Impact of Training and Learning Organization on Employee Competenceand Its Implication on Job Satisfaction and Employee Performance of Bank in Indonesia," *Psychol. Educ. J., vol. 58, no. 1*, pp. 140–156, Jan. 2021, doi: 10.17762/pae.v58i1.753.
[31]. M. Y. M. Al-Kouran and A. Bouabid, "The Effect of Using the Continuous Improvement Technique on the Performance of Banks: An Applied Study on the Middle East Bank," *Migr. Lett., vol. 20, no. S5*, pp. 845–860, 2023, Accessed: Dec. 12, 2023. [Online]. Available: https://migrationletters.com/index.php/ml/article/view/4109
[32]. K. Clementina and H. O. Isu, "The Impact of Capitalization on Bank Performance in Nigeria 1970 – 2010: An Assessment.," *R, vol.* 2, 2013.
[33]. R. G. Muriithi, "Continuous Improvement Approaches and Performance of Operations Among Commercial Banks in Kenya," Thesis, University of Nairobi, 2014. Accessed: Dec. 08, 2023. [Online]. Available: http://erepository.uonbi.ac.ke/handle/11295/76737

[34]. Msc Student, Jomo Kenyatta University of Agriculture and Technology, C. Mwaniki, and Dr. B. Walter Okibo, "Effects of total quality management on financial performance in the banking sector: a case study of national bank of Kenya," *IOSR J. Econ. Finance, vol. 3, no. 2*, pp. 34–40, 2014, doi: 10.9790/5933-03233440.
[35]. A. B. Jaafreh and A. Z. Al-abedallat, "The Effect of Quality Management Practices on Organizational Performance in Jordan: An Empirical Study," *Int. J. Financ. Res., vol. 4, no. 1*, p. p93, Dec. 2012, doi: 10.5430/ijfr.v4n1p93.
[36]. M. Baugh, M. S. Ege, and C. G. Yust, "Internal Control Quality and Bank Risk-Taking and Performance," *Audit. J. Pract. Theory, vol. 40, no. 2*, pp. 49–84, May 2021, doi: 10.2308/AJPT-19-037.
[37]. Ş. Öztürk and B. Akdemir, "Real-time product quality control system using optimized Gabor filter bank," *Int. J. Adv. Manuf. Technol., vol. 96, no. 1*, pp. 11–19, Apr. 2018, doi: 10.1007/s00170-018-1585-x.
[38]. J. F. Hair, M. Gabriel, and V. Patel, "AMOS Covariance-Based Structural Equation Modeling (CB-SEM): Guidelines on Its Application as a Marketing Research Tool." Rochester, NY, Mar. 14, 2014. Accessed: Dec. 12, 2023. [Online]. Available: https://papers.ssrn.com/abstract=2676480
[39]. J. F. Hair, "Multivariate data analysis," 2009.
[40]. M. R. Ab Hamid, W. Sami, and M. M. Sidek, "Discriminant validity assessment: Use of Fornell & Larcker criterion versus HTMT criterion," in *Journal of Physics: Conference Series*, IOP Publishing, 2017, p. 012163. Accessed: Dec. 15, 2023. [Online]. Available: https://iopscience.iop.org/article/10.1088/1742-6596/890/1/012163/meta

*Corresponding author: Dr Morro Krubally[2]*
*[1]MSc Candidate, Faculty of Business and Public Administration, Univesity of the Gambia*