

IMPACT OF TOTAL QUALITY MANAGEMENT ON ENTREPRENEURSHIP: LITERATURE REVIEW

Sanjiv Gupta

Research Scholar , University School of Business, Chandigarh University, Gharuan

Abstract: Sustaining and growing in this competitive environment is the big challenge that any entrepreneur faces today. During the inception of a new enterprise, the entrepreneur faces the challenge of forming policy and methodology that can help to be competitive in the market. The aim of this paper is to develop a theoretical conceptual framework which can be followed by the entrepreneurs. Organizations worldwide have been following the methodology of Total Quality Management to improve their performance. The purpose of this paper is to review the literature on the relationship between the critical constructs of TQM – Customer Satisfaction, Quality Management, Innovation, Leadership, Human Resource Management and their business performance and thereafter reach some conclusions that can be useful for the entrepreneur. The study has been carried out both on the manufacturing as well as service organisation.

Keywords: Quality, Leadership, Human Resource Management, Performance, Customer satisfaction, Innovation

INTRODUCTION

Globalization of the economies of the developed and developing countries have started integrating. This leads to the liberalization of economies of developing countries. If the economy of any country has to develop, its entrepreneurs should flourish. To enhance the growth of the country and to take its development forward, Startups are essential. The startups make the lives of its people easier and also act as development booster for the economy of the country. To give employment to the youth who become part of the employable workforce, growth of the startup is essential for every country. It also helps to improve the technological expertise of the country which further boosts growth. Entrepreneurs by its nature are employment creators. Job creation itself adds to the economic development of the country. The growth of the industrial sector leads to the development of infrastructure like roads, power infrastructure, schools etc. Each addition of small/ big unit adds to per capita income and GDP growth, both of which are essential for economic development of the country. Similarly,

as the business grows the entrepreneur competes with the global players and expands its horizons to other countries. This brings in the foreign exchange which is also essential for economic growth of the country. Hence the entrepreneur by starting a new business or expanding his old business plays a very important role to the improvement of the economic status of the country. It has also been observed that many Startups follow the methodologies of successful companies across the globe to meet the demand of local customers. Innovation along with production of quality products are the success factors of these startups. However to meet the global challenge and compete with worlds experienced and old companies, these entrepreneurs require a different skill sets and different way of working. Studies across the industrial sector have revealed that Quality of the product and services plays a major role in their success. Most of the organisations across the world have followed quality management practices to improve their performance. The concept of quality was first introduced by Dr. Deming. He emphasized that products and services can be improved by reducing

uncertainty and variations (Evans and Dean, 2000; Saraph et al., 1989; Flood, 1993). Deming's (1966; 1986; 2000) argued that the four steps of Plan, Check, Do and Act (PDCA Cycle) form basic quality management cycle. This cycle helps the manager in planning and implementing the processes without failure. Juran (1995; 1999; 2004) presented his theory of quality management by introducing quality planning, quality control and quality improvement. According to Dale and Bunney (1999), Juran emphasized on the customer requirement to define quality. According to Juran, identifying customers need, establishing organisations quality goals and quality improvement are the principles of quality management. Juran believed that 80% of the defects are preventable by the management. However his approach is different from Deming approach. Juran believed that improvement in quality systems can improve quality where as Deming insisted on making cultural changes in the organisation. Another quality guru Crosby gave a new phrase- 'Do it right first time' (Bendell et al., 1995). He also gave the concept of 'Quality is free'. He believed that organisation should not accept the argument that imperfections in infrastructure, processes and workers are the inevitable cause of defects. He advised the organisations that they should not tolerate any defects in the systems. Ishikawa gave a systematic process of eliminating defects and improving the system. He gave seven Quality control tools for quality improvements. As a first step, the organisation should identify the problem, then use one or combination of these tools to find the cause of the problem. Once cause is identified appropriate action can be taken to eliminate the cause permanently. Ishikawa gave Fish Bone diagram, also known as Cause and effect diagram for analyzing cause of the defect and its effect on the process. (Feigenbaum, 1961) proposed that quality is not a technical subject but is a management process. Imai (1997), gave the concept of Gemba Kaizen (workplace continuous improvident). He felt that if all employees follow the principle of continuous improvement, it can ultimately lead to improved performance of the organisation. The successful organisation organisations follow quality management systems so as to ensure quality products to make their ultimate customer satisfied. Gadaf Rexhepi al.tel (2018) has concluded that implementation of quality management systems, improve their performance. He also found that the cost of manufacturing also comes down if these practices are followed.

THEORETICAL FRAMEWORK

In this competitive environment entrepreneurs are facing economic, technical challenges to the ever changing requirements and aspirations of the customers. This has resulted in the emergence of following Quality management (QM) practices even for the new entrepreneurs. Total Quality Management is the philosophy which implements the QM practices in a way to produce defect free product and service. Though there is no defined definition of TQM, yet the implementers of this philosophy says that it is an approach which involves all members of the organisation, focus on quality to achieve customer satisfaction for long term and achieve continual growth through continual improvements. As the aspirations of the market to get defect free product is increasing, quality has become the key element for survival of a new enterprise. For its survival, they must deliver high quality of products and services. This will also help them to have competitive advantage. TQM has emerged as one of the methodologies which have changed the basic concept of managing and running the organisations, more so the new ones. A new enterprise, if follows the concept of TQM not only to build quality, but also to imbibe the philosophy of Total employee involvement, innovation, optimal productivity and minimal cost of manufacturing , shall be competitive from the birth and shall not face the pain of changing culture at a later stage.

The following constructs of TQM have been studied to analyze their effect on the organizational performance and their usefulness for new enterprise.

CUSTOMER SATISFACTION

Customer satisfaction is the relation between the actual performance of the product/ services and their perceived performance from the eyes of the customer. The producer of the product and services do not decide the gap between the two, but is found from the customer's feedback. Various organisations these days follow different methodologies to find the gap. The successful organisations modify the processes to eliminate these gaps. Das, et.al (2007) has stated that International competition moderates the relationship between customer satisfaction and quality practices. Lee et al. (2003), in his study says that quality information and analysis has a strong, positive impact on strategic

quality planning and process management, and quality results are affected by human resource management and process management. Daniel (2004) has defined quality performance as comprising of four items: Product Performance, product reliability, its durability and conformance to specified specifications. The findings support the relationship between TQM with quality performance. Samson and Terziovski (1999) had found that Leadership, Human Resource Management and Customer focus were the strongest parameters to improve organizational performance. These findings were consistent with other studies that behavioral factors as employee empowerment, customer focus can give more advantage than techniques like Process improvement and benchmarking. Dong-Young et.al (2012) found that QM practices give advantages to the organisations in terms of innovation provided the organisations follow all the QM practices. These innovations give rise to customer satisfaction and customer delight. Singha et al. (2018) concluded that those firms who combine customer satisfaction with strategic planning, supplier quality management improve the organizational performance. They further emphasized that if the regular feed back on customer perception and customer complains are resolved on regular intervals, it will ensure enhanced customer satisfaction which boosts the business performance. Several other studies have also reported a strong relation between the delivery of high quality goods and services and profitability through customer satisfaction (Sila and Ebrahimpour, 2005)

QUALITY MANAGEMENT

For a new enterprise to be successful, the concept of Quality and its continuous improvement should be built into the basic process of running the organization. As the customer is looking towards a competitive quality of the product and services, the organisation must ensure that it is a major part of its DNA. Various studies have been made in by the authors to evaluate the Quality performance and the success of the organisation. Oakland (1993) Internal processes, objectives, quality policies form an organisation. To achieve the quality, every employee is a customer and company's policies should be directed towards these objectives. He further states that fulfillment of these objectives will lead to the sustenance of the organisation. Karani and Bichanga

(2012) has also stated that the organisation must understand the present requirement of the customer and his future aspirations. The new enterprises must keep a close watch on the changing customer requirements and should formulate its quality strategies such that they can take care of their future needs. Oluwatoyin and Oluseun (2008) in their study concluded that those enterprise that adopt quality practices as a strategic tool in their processes, accrue the benefit of improved performance. They also state that those enterprises, who adopt these practices completely, have the advantage of improved efficiency, and profitability. Customers whether buying goods or services want best of the quality. The theme of the day is Quality which leads to competitive advantage and high performance (Osotimehin et al., 2015). Parasuranam et al., (1988) developed SERVQUAL model for evaluating customers' perception. He established that customers link quality of service to five dimensions. These are Reliability, empathy, tangibles, responsiveness and assurance. Jen-Son and Y-U Chieh (2014) in their study on effects of quality service on organizational performance have concluded that optimum service quality with elaborative services becomes critical to attract more customers for establishing business. They concluded that in order to reinforce the services and establish favorable relationship with customers, the enterprise must add differentiated and innovative products and services. Hajjat and Hajjat (2014), while analyzing the effect of product quality on Arabian companies concluded that companies carrying out franchise business like food, financial services etc are more successful than other local companies because of their product / service quality. They have conceptually and empirically explained the product quality dimensions, which the customers expect to get them. They also found that the organization's external and internal performance can be improved by examining the elements of product quality. Similarly Cemal et.al (2011), emphasis that leadership, process management, employee development and customer focus is some of the accepted criteria's for improving the performance.

INNOVATION

Innovation is one of the significant factors in sustaining and growth of the enterprise. Be it a new enterprise with one product or an old organisation with multiple products, innovation is one of the major dimensions in

the performance of the organisation. A new enterprise, who has to compete with the old players, must offer a product which has innovative features and is different from already available products in the market. Similarly Process innovation and cultural innovation plays a major role for sustenance of the organisation. Iqbal et.al (2013) studied the impact of innovation on organizational growth. They concluded that a direct positive relation exists between innovation and organizational growth. They further found that innovation has two elements: Empowerment and Training of employees. In order to have innovation, both of them should be strengthened. Velmurugan, et.al (2013) studied the relationship between innovation and entrepreneurship. He concluded that six parameters - market conditions, changing mindset of entrepreneurs, confidence in established institutions, constantly changing business environment, multinational collaboration and environmental/technological advancements shall help innovation and entrepreneurship to expand across physical boundaries. Elbaz et.al (2000) conducted a similar study and found that for an organisation to prosper, entrepreneurship and innovation, which are positively related to each other, must interact. He also found that innovation and entrepreneurship are not confined to early stages of an enterprise but are dynamic and holistic. Freel and Robson (2004) have treated innovation as a technical phenomenon rather than a commercial phenomenon. They state that for an enterprise to succeed, the product should be introduced to the customer irrespective of its penetration in the market. Audretsch, (1995) in his study has concluded that those firms who offer new innovative product in the market have higher growth rate and a greater likelihood of survival in this global market. New enterprises that are not able to offer viable products face survival challenges due to innovative environment. Freel (2000) while studying level of innovation and the growth in small manufacturing companies concluded that those who have offered innovative products have grown more than others. If the consultants advise the firms to be innovative, they should be informed about the nature of returns they are likely to get. Zhao, (2005), has also concluded that since the business environment is non linear dynamic, combination of innovation and entrepreneurship is the key for successful and sustainable enterprise. Since these are systematic behaviors, planned efforts are required to make them a part of the operations.

LEADERSHIP

Though there are various factors which effect business performance, but the leadership style has considerable role in it. Leaders have considerable role in the formulation of the policies and play a vital role in competing with the environment. In normal operation function of leadership is providing support and structure. Transactional leadership is formation of the relations between group members and group leader of a particular task. Transformational leadership style is goal oriented in which mission and vision of the organisation is shared between the employees. Sebahattin, et.al (2014) had studied the effect of leadership styles on industry and service sector. They have concluded that both transactional and transformational leadership have positive effect on the performance of the organisation. They have further suggested that transformational leadership should be institutionalized to ensure sustainable competitive advantage in today's environment. Andrew Simiyu (2015) studied the effect of Leadership on organisation development. He stated that leadership of an organisation has a crucial role in its evolution. Leadership leads the way for other members of the enterprise to face challenges. The innovative approach of the leader helps promote innovative culture within the enterprise, which helps it to sustain and grow. Nanus (1992), also states that leaders who have long term vision setup organizations direction, take feedbacks, empower employees and lead the organisation for achieving great heights. Rihal and Charanjit (2017) studied the role of leaders in health care industry. He states that though leadership is not formally taught in medical schools, physicians must possess qualities of a good leader. As this sector is also becoming challenging, health care organisations have started recognizing the importance of a good physician who also has the qualities of a leader. A good physician leader can positively affect the lives of thousands of people.

Ali (2012), while reviewing leadership roles in organisations has viewed that the leader, if leads the organisation by setting examples, frames business strategy for the growth, keeps monitoring the performance is likely to grow at a faster rate. He further states that to direct the human capital there is a requirement of a superior intellectual leader who can motivate and command them. The organisation grows if it is led by a

competent leader. Ali (2013) has emphasized that every leader should create an environment which facilitates growth, learning development and is supported by all stakeholders. He further states that in order to make an organization successful, he may also have to strict tools like power and thrust. Martin (2016) while analyzing the leadership qualities required growing the organisation has stated that the role of the aspiring entrepreneurs has to develop into a role of leadership as the scale of his venture increases and transforms into a self managed company.

HUMAN RESOURCE MANAGEMENT

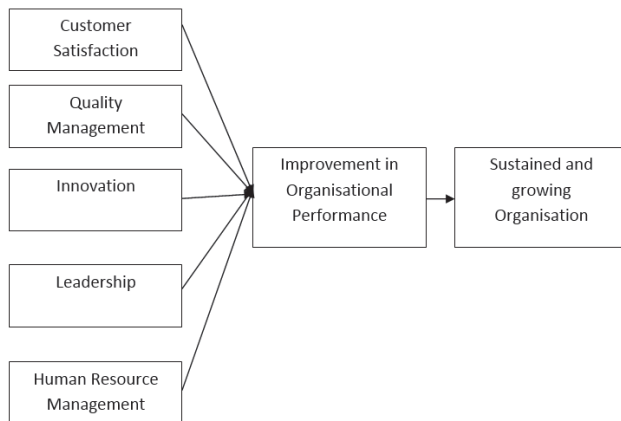
Human resources in organisations have played a very significant role since the beginning of the management school of thought. Effective Human Resource Management is the extent to which employees of the organisation participate for its growth. Participation means engagement of the employees. The more the employees are engaged, the more the organisation is successful. If the employees are engaged, the output in terms of quality, productivity and efficiency shall certainly be more than the organisations where the workers are not involved in its success. Enthemkuzhy (2015) studied the role of Human Resource Development Practices and Organisational effectiveness. He found that though organisation effectiveness is dependent upon Technology, Material, infrastructure etc., yet human resources plays an important part in it. He found that various HRD mechanisms like employee engagement, performance appraisal, rewards and recognition, Training and Development leads to the improvement in organizational climate, which in turns improve the performance. **Mayhew** (2019) while evaluating the dimensions of HR for organizational growth has concluded that HR practitioners who maintains control of the Hr policies enhance employees experience while strengthening business operations. Randall and Jackson (2014) has drawn relation between Human Resource Management (HRM) and Organisations effectiveness. Organisation effectiveness should be integrated with HRM as it is integrated with sales, operations, Rand D etc. Human interactions are able to build relations with internal and external stake holders which are necessary for organizational effectiveness. Chuang and Liao (2010) in his study has stated that HRM practices enhance market performance of the organisations. In service

organisations these practices enhance organizational climate by targeting concern for customers and concern for employees. This encourages employees to engage in cooperative behaviors with customers and fellow employees which are critical for achieving improved performance. Ehnert, and Zink (2014) has stated that for developing sustainable business, role of HRM is becoming increasingly important. It is able to encourage employee sustainability and attract best of the talent and on the other hand it is able to contribute towards business sustainability by achieving economic and social goals. The role of HRM in developing sustainable business organizations is increasingly attracting attention. Sustainability can be used as a principle for HRM itself and the tasks of Sustainable HRM are twofold. On the one hand it fosters the conditions for individual employee sustainability and develops the ability of HRM systems to continuously attract, regenerate and develop motivated and engaged employees by making the HRM system itself sustainable. On the other hand Sustainable HRM contributes to the sustainability of the business organizations through cooperation with the top management, key stakeholders and NGOs and by realising economic, ecological, social and human sustainability goals. This book provides a comprehensive review of the new area of Sustainable HRM and of research from different disciplines like sustainable work systems, ergonomics, HRM, linking sustainability and HRM. It brings together the views of academics and practitioners and provides many ideas for conceptual development, empirical exploration and practical implementation. This publication intends to advance the international academic and practice-based debates on the potential of sustainability for HRM and vice versa. In 19 chapters, 26 authors from five continents explore the role of HRM in developing economically, socially and ecologically sustainable organizations, the concept of Sustainable HRM and the role of HRM in developing Sustainable HRM systems and how sustainability and HRM are conceptualized and perceived in different areas of the world. Huselid, et.al (1997) agrees that human resource plays a critical role in achieving organisations goals and strategies. An organisation needs to adopt the practice which is most suitable for its performance. Lepak. et.al (2012), found that HR dimensions are associated with increase in financial outcomes. They found any improvement in financial outcomes if the parameters like skill, motivation

or opportunities are enhanced. Randall (1984) studied the competitive advantage through HRM practices. He concluded that though it is generally overlooked, HR practices can lead to competitive advantage. The best way is by helping themselves, by representing these practices during strategy formulations rather than at implementing stage. Selection of the most appropriate strategies at the initial stage, whether it is staffing or behavioral, helps to have competitive advantage for the organisation.

CONCEPTUAL FRAMEWORK

TQM can be implemented in all type of organisations. Whether the organisation is a startup or an old hand, whether it is a small scale unit or a medium scale or a large scale, whether it is from manufacturing sector or a service sector, all organisations can benefit from TQM methodology. Based on the different constructs, which have been analyzed as above, a conceptual frame work can be drawn.



DISCUSSION AND CONCLUSION

One of the purposes of the paper is to establish the role of Total Quality Management for new entrepreneurs. This paper has tried to prove that as the organisations who are already established in the market can improve their performance by adopting TQM methodology (Jiménez, et al., 2015; Parvadavardini et al., 2016), similarly the entrepreneurs who are young in the market should also adopt the same methodology. This will help them not only in sustaining the organisation, but shall also help them to grow. The study revealed that there is positive relationship between TQM practices and

organizational growth. Therefore the results guide the TQM practitioners to adopt these practices to sustain and grow in this competing business environment. The established organisations, who adopt this system first has to undergo culture change by modifying their policies and strategies. The major challenge is to face resistance to change. However for a new organisation, if they adopt this system from the start and formulate their policies accordingly, they face much lesser challenges. In this study effort has been made to analyze the available TQM literature so as to reach the reliable findings so that the theoretical foundation of TQM practices can be enhanced. Though much study on the impact of TQM on new entrepreneurs has not been done, yet the analogy between the old and the new organisations can be safely drawn as both faces the same changes and same business environment. The entrepreneurs face more changing environment, hence adoption of these practices become imperative for them. However the study does suffer from the limitation that only five constructs of TQM (Customer Satisfaction, Quality Management, Innovation, Leadership, and Human Resource Management) have been studied. Further study can be made for analyzing the effect of other constructs like Process Management, New Product Development, Continuous improvement etc on the organisations.

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