CHAPTER: 4

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

4.1 INTRODUCTION

In order to examine the relationship between TQM practices and firm’s performance, this chapter gives an exhaustive review of literature relevant to the study. It also discusses hypotheses development based on literature review.

4.2 LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Fenghueih Huarng & Yao-Tzung Chen (2002) surveyed on “Relationship of TQM philosophy, methods and performance: a survey in Taiwan1”. Due to the outstanding performance of Japanese industry in 1980, all companies in the world imitated the Japanese successful road; the effectiveness of TQM seems to be recognized. Therefore, from 1980 to 1990; all companies in the world were busy with implementing TQM. Although there are many successful case studies of implementing TQM, there are also lots of failure experience (Ahire et al., 1996; Hendricks and Singhal’ 1997). There are questions of effectiveness of TQM always exits in the research world so researcher carried out this study to find answer of critical success factor and what are the relationship of critical success factor and performance. A survey questionnaire was build up to collect data by using largest scale about 1000 manufacturing organization listed on China Credit Information Services Ltd (1999). T-test and $X^2$-test were conducted to understand the difference between the TQM and non-TQM organization for the sampling frame. By using factor analysis and linear regression analysis researcher found that relationship between TQM philosophy, TQM techniques and TQM performance may different from country to country. Also result show that neither single factor of TQM philosophy nor single factor of TQM techniques effect on cost reduction and business performance, but the integration of TQM philosophy and TQM techniques positively effect on both cost reduction and the business performance.
Ma Gloria & V. Talavera (2005) made a research on “TQM adoption and firm performance in the Philippines”. Main objective of this study was to examine the relationship of TQM adoption on quality, business and organizational performance by using the quality management Input-Output system as the framework of analysis in Philippine manufacturing companies. Data were collected from 64 companies by using survey instrument. TQM adoption were taken as dependent variable such as commitment to quality, employee involvement, customer focus, fact-based management, process monitoring & control, incentive & recognition and continuous improvement orientation. Quality, business and organizational performance were taken as independent variables. Result of this study revealed that TQM adoption is highly associated with performance.

Mehmet Demirbag & S.C. Lenny Koh (2006) surveyed on “TQM and Market Orientation’s impact on SME’s performance”. Exploratory and confirmatory factor analyses have been used and data were collected from 141 SMEs operating in the Turkish Textile industry. Data analysis revealed that, while Market Orientation has a strong and positive impact on the extent of TQM implementation, it has no significant impact on organizational performance. Similarly a strong and positive relationship was noted between the level of TQM implementation and organizational performance. It has also been found that Market Orientation has a positive and significant impact on organizational performance through only a mediating role of TQM implementation.

Therese A. Joiner (2006) made a study on “Total quality management and performance: the role of organization support and co-worker support”. The purpose of this study was to explore the relationship between the extent of TQM implementation and organizational performance and the moderating effect of co-workers support and organization support on the TQM-performance relationship. Data were collected through a questionnaire survey from selected motor vehicle parts and accessories industry. Analysis of the data showed that there is a strong positive relationship between extent of implementation of TQM practices and organizational performance. Researcher found that co-workers support and organizational support moderated the relationship between TQM implementation and organizational performance.

Chi S. Ou, et al. (2006) conducted a research on “The Effect of Total Quality Management on Business Performance: Evidence from Taiwan Information-Related Industries”. Aim of this study was to examine the relationship between TQM practices and various levels of
business performance with the special focus on information related industries in Taiwan. The questionnaire was developed to know the background of the company, the motivation and implementation situation of TQM practices and investigate TQM construct developed. A total 600 information-related companies were selected for the study. The result of this study showed that an effective management leadership can positively influence human resource management, supplier management and design management. The finding revealed that TQM practices have direct effect on operating performance and this improving operating performance brings in better customers’ satisfaction and improved financial performance.

JU, T. L., et al. (2006) researched on “TQM critical factors and KM value chain activities". Objective of this study was to study the possible effects of TQM and knowledge management interaction and confirmed that there exist multiple positive effects between them. Top management commitment, adopting TQM philosophy, quality management, benchmarking, process management, product design, employee training, employee empowerment, supplier quality management and customer satisfaction were identified as the CSFs of TQM in which supplier quality management was identified as a critical success factor of TQM.

Daniel L. Prajogo & Amrik S. Sohal (2006) made a research on “The relationship between organization strategy, total quality management and organization performance-the mediating role of TQM". Researchers has focused on two primary objectives to make this research, (1) it seeks to resolve the inconsistencies which have appeared in the literature concerning the relationships among organization strategy, TQM and organizational performance and (2) to advanced the study of TQM by bringing it into an organizational strategic context by examining its suitability as an organizational practice in mediating the relationship between organization strategy and organization performance. The empirical data collected through a survey of 194 middle/senior managers from Australian firms. The data were analyzed using structural equation modeling (SEM) technique. The results indicated that TQM positively and significantly related to differentiation strategy and it only partially mediates the relationship between differentiation strategy and three performance measures (product quality, product innovation and process innovation).

Bartley et al. (2007) studied on “Best practices in achieving a customer focused culture". Researchers of this study recommended that for successful implantation of TQM, an
organization’s culture needs to be concentrate on its customers. Also an organization can move towards a customer-focused culture by listening to customers’ view, analyzing, understanding and developing their expectation through regularly reviewed and improved of customer focused strategies, procedures and processes.

Chowdhury et al. (2007) made a researched on “The impact of top management commitment on total quality management practices: An exploratory study in the Thai garment industry”. For the purpose of this study researches employed ten critical success factors of quality practices to investigate the effect of top management commitment in TQM implementation in a Thai manufacturing industry. Result showed that companies with stronger commitment of top management will exhibit a more effective quality effort along the selected critical factors, and in turn, gain higher product quality.

Enrique Clever & Juan Jose Tari (2007) conducted a research study on “The Individual Effects of Total Quality Management on Customers, People and Society Results and Quality Performance in SMEs”. They examined the impact of TQM on these four results and identify which factors of TQM have the greatest effect. By using regression analysis, 10 SMEs were randomly selected for individual visits. This qualitative analysis supports the idea that TQM has an impact on customer and people results and quality performance and can also exert it on society results and financial performance. In this respect, managers pointed out that these effects will be clearer if the firm 1) Complies with the ISO 9000 requirement because the processes are controlled and 2) defines standards and measurement system in order to collect information, making it possible to implement improvement actions.

Ngasu-Betek Ngole & Haroon Munior (2008) made a research on “Total Quality Management as a Competitive Advantage”. This research study focuses on how a company can achieve competitive advantage through total quality management from a marketing mix standpoint. To gain a deeper grasp of the research topic, a research question was formulated and the thesis is based on the marketing mix and competitive advantage model which is the theoretical framework of this study. The research is a qualitative study and the empirical data was collected from two international companies operating in Halmsted i.e. HMS industrial networks AB and Ernst & young LLP. The findings show’s that quality is not an extra cost for the company, rather it is a way to increase productivity, the better quality you have. Hence, it was decided from the research that competitive advantage is achievable by
ensuring proper quality management in the pricing, product, promotion and distribution strategies implemented by a company.

Shahab Alam Malik, et al. (2010) conducted a study on “TQM Practices and organizational performance: Evidence from Pakistani SME’s". As a result of the tremendous contribution of SME’s can make in the industrial upbringing and overhauling of economic condition in Pakistan. Researchers tried to determine the correlation and causal relationship between TQM practices with non-financial organizational performance in Pakistani small and medium enterprises. Data were collected from 60 SME’s out of a sample of 75 SME’s through administered questionnaire and scale. A linear multiple regression models have been used here to assess the contribution of independent variable in predicting non-financial performance of SME’s. In this study TQM practices is independent variable and non-financial performance of SME’s is dependent variable. Six determinants of TQM practices as follow: top management commitment, customer focus, supplier relationships, employee involvement and empowerment, work environment and benchmarking were identified. The result showed that TQM practices such as supplier relationship; benchmarking, top management commitment and customer focus are critical factors and have positive impact on performance of SME’s. It also showed that performance of ISO- certified SME’s was found better than non-ISO certified SME’s.

Harjeev Kumar Khanna, et al. (2010) researched on “Quality Management in Indian Manufacturing Organization: Some Observations and Results from a Pilot Survey". In this study, several studies about the implementation of the TQM in various countries have been reviewed. Also, mail survey was sent to 200 manufacturing organization in India using a questionnaire as the survey instrument. From the survey, it is quite cleared that 100% of the Indian organization are aware of TQM concept. The main reason behind this phenomenon is that most of the Indian industry is ISO 9001:2000 certified. India is ranked 8th in ISO 9001:2000 certified companies in the world; so they are also aware of TQM through QMS (Quality Management System). But implementation level is low than the awareness level. The important CSFs (Critical Success Factors) of TQM are identified and it is found that overall mean of implementation is lower than the importance perceived by respondents. It showed that the most implemented factors are process management, customer focus and top management commitment.
Hayat M. Awan, et al. (2010) made study on “Globalization and firm’s quality orientation: a review of total quality management practices in manufacturing sector”. Internationalization is a process in which the enterprise gradually increases its international involvement (The Johanson and Vahlne model). Through this process many developed countries have progressed during the past couple of decades. It evolves the development of knowledge about foreign markets and operations on one hand and an increasing commitment of resources to foreign markets on other. But what about the sale of products, what makes a product sell? Researchers found the answer of this question, they mentioned that it can be lots of argued that powerful media campaigns can create demand for anything. This may be possible as far as the initial launch of the product or the first sale is concerned. However repeat and sustained sales can be achieved only on the basis of good quality at a reasonable price. They noticed that business concern could fail despite producing good quality products, but with poor quality no enterprise can sustain itself for long practically when it comes to globalization. They also added that the crucial importance of developing quality orientation for smooth and sustainable transition to international market, the lack of theory and research in developing context indicates need for a conceptual framework of quality orientation within the context of developing country like Pakistan. The main objective of this study is to identify determinants of quality orientation for manufacturing industry of Pakistan and to understand how different organizations are addressing these issues. Also, this study attempted to identify of key practices of TQM in selected manufacturing industries like Textile, Sports, Electronics, Automobiles and others to develop conceptual framework for firm’s quality orientation. Proposed frameworks of firm’s quality orientation comprises of three tiers:

3. Factors in Internationalization
4. Competitive Edge factors
5. Result of quality management

Each tier contains a set of factors with respect to their level of importance for developing effective quality orientation. This study used comprehensive criticality index (CC index) based on the importance of the criticality of these factors and to classify these indices in descending order in three tiers. Sports companies operating in Sialkot (Pakistan) were taken as population and Cluster sampling technique was applied and under cluster sampling method was used. Result of this study show that the success or failure of TQM implementation in manufacturing sector of Pakistan depends mainly on management
commitment to quality and top management’s visible participation in TQM implementation activities. Analysis also reveals that use of quality raw material, efficient processes, and achieving zero defect standard of quality are most critical factors for successful implementation of TQM practices in sports industry.

Fuzi Abusa (2011) studied on “TQM Implementation and its Impact on Organizational Performance in Developing Countries: A case study on Libya”. Primary and secondary data were used in examining the relationship between TQM and Organizational Performance. These data were collected from 65 Libyan manufacturing companies which were classified into two categories: high and low level TQM implementation. Frequency and means and t-test, correlation and step wise regression analysis were used to analyze data. The result found that TQM elements are not different across ISO-certified and non-ISO certified companies and it also showed that correlation among the six investigated TQM elements were positive and significant. The findings revealed that there was no significant difference between small-medium sized companies and those of large companies. The correlation analysis showed that none of the six TQM elements was significantly correlated with all organizational performance indicators. Result also investigated whether the relationship between TQM implementation and organizational performance is influenced by the contextual factor ISO 9000 certification.

Musran Munizu (August 2011) made a case study on “Critical Total Quality Management in manufacturing companies: A case study in Makassar”. Researcher carried out this study to empirically investigate the effect of critical TQM practices on operational performance of medium and large manufacturing companies in Makassar. For this purpose the critical TQM practices was divided into three factors (1) Strategic factors which include leadership, organizational culture, top management support, continuous improvement, benchmarking and quality goal & practices (2) Tactical factors which include team building & problem solving, employee empowerment, employee involvement, employee training, use of information technology, supplier quality, supplier relationship and assessment of performance of supplier (3) Operational factors which consist of product & service design, enterprise performance metric for TQM, process control, customer orientation, management of customer relationship, resources value addition process, realistic TQM implementation schedule, customer & market knowledge, resources conservation & utilization and inspection & checking work. Data were collected by questionnaire method and analyzed through descriptive and multiple regression analysis. Result shows the critical TQM have
positive and significant effect on operational performance. Tactical factors have dominant effect on operational performance because company’s activities in the tactical factors have been done well. Researcher noticed that tactical factors impact on operational performance of manufacturing firms was relatively more powerful than the strategic and operational factors.

Veeri Chettiar Arumugam & Rouhollah Mojtahedzadeh (2011) conducted a study on “Critical Success Factors of Total Quality Management and their Impact on Performance of Iranian Automotive Industry: A Theoretical Approach”. Researchers developed a model that includes critical success factors (CSFs) of TQM and quality improvement. This study was carried to specify objectives 1) to evaluate the effect of critical success factors of TQM on quality improvement and performance 2) to discover the relationship between the eight CSFs of TQM and quality improvement 3) to find out the relationship between quality improvement and performance and 4) to identify the direct effects of TQM on performance. Data were collected by using quantitative survey method and the items on the questionnaire were measured with a 5.0 Likert Scale very low (1) to very high (5). SPSS and AMOS software were used to analyze the data and Structural Equation Modeling (SEM) was used to determine the casual relationship between the different constructs of the suggested model of the study.

Vijaygiri Bikshapathi (2011) surveyed on “Impact of ISO certification on TQM practices in small and medium enterprises”. The survey questionnaire developed for this study based on Likert’s scale to examine whether ISO certified small and medium enterprises have higher TQM practices as compared to those non ISO certified small and medium enterprises. The data analyzed with the help of SPSS and various statistical tools like t-test, standard deviation, chi-square test, Phi- value, etc. for its analysis. The results of the study show that there is strong relation between the ISO certification and TQM implementation. The researchers also observed that the TQM is implemented in organizations with ISO certification were better than these of without ISO certification. Researchers of this study believed that the TQM will be effective have a long lasting life, if the TQM tools are accepted, practiced, integrated and institutionalized as a way of life of employees and of the organization as the Japanese practice.

Asiya Gul, et al. (2012) made a surveyed on “Improving employees performance through Total Quality Management”. The paper throughout has discussed about the role of
management in attaining quality. This study explicated the mechanism for managers and employers on how to motivate and encourage workers to achieve desired actions for profit maximization. Study observed that quality could be achieved if management is keen and workers motivated to achieve quality and satisfy the customer for prosperity and business success.

Andre Dwijanto Witjaksono (2012) studied on “The Difference of TQM Practice and Organizational Performance between TQM Firms and Non TQM Firms”. The objective of the study was to examine and analyze the differences of TQM practice between TQM firms and non TQM firms. It was also analyzed whether the organizational performance with the level of TQM practices above the average has better organizational performance than companies with TQM practices below average. Using survey research, data were collected from 162 companies dealing with four or more wheel automotive that producing part and equipment in Indonesia. The result showed that (1) The level of TQM practices in the TQM firms is higher than non TQM firms, (2) The organizational performance with the level of TQM practices above the average have better organizational performance than companies with TQM practices below average. Based on the finding of the study, researcher concluded that TQM practice was proven as a powerful approach for the organization which desired to accomplish excellent performance.

M. Jiyad Shaikh (2012) studied on “TQM and Business Performance: An Investigation into FMCG Companies in Pakistan”. Aim of this study was to analyze the impact of TQM practices in Fast Moving Consumer Sector of Pakistan. Data were collected from primary sources through a questionnaire. Statistical tools like regression and ANOVA were used to explore the level and extent of relationship between TQM and organizational revenue and profitability enhancement. Result of this study shows that TQM improves the business performance of the FMCG organizations at macro level. Also, this study revealed that financial capability and leadership as a competitive advantage is heavily dependent on TQM practices.

Dr. Badir Mohammed Alwan (2012) researched on “Effectiveness of TQM and its impact on production costs to make a profit in industrial companies”. Researcher noted that the issue of total quality in production costs is one of the issues that fall within the scope of the management agenda which focuses on reducing production costs and as one of the cornerstones of the organization in achieving profit and increase profits through the
establishment of a relationship between quality and reduce the costs of production to achieve the desired goals. This study attempted to clarify the impact of the effectiveness of the overall quality on the costs of production to achieve the profit in industrial companies and represent the role of oversight in the decision on costs used in production. Data were collected by using survey method. Analysis of horizontal and vertical balance sheet and proportions of financial analysis used to assess the status of the company’s Oil Industries of Jordan Financial. Result shows that the company used ISO follow certain strategies like improvement and continuous development, raising the efficiency of the performance of the sorts of training, the best use of resources, open new markets, the ability to continue to stay, meeting the aspirations of consumers, communicate with consumers and customers and reduce customer complaints. Also highlights the importance of this research to enlighten the guidance provided by management to reduce costs while staying on high quality, which aims to increase profit and how it contributes to the survival of quality with lower production costs.

Dr. Masood ul Hassan, et al. (October 2012) researched on “Impact of TQM Practices on Firm’s Performance of Pakistan’s Manufacturing Organizations”. Aim of the study is to empirically examine the relationship between TQM practice and performance in various manufacturing industries in Pakistan. For this purpose they focused on seven TQM practices (top management’s commitment to quality, employee involvement, customer focus, fact-based management, incentive and recognition system process, monitoring and control and continuous improvement). Researchers of this study noticed after reviewed of literature that due to the fact that developing countries are breaking the conventional trade barriers, opening their market to international opponents and starting to see dramatic improvements in quality, industrialized countries like USA, UK and other European countries have given continuous attention to TQM. Data were collected through survey questionnaire from 171 quality managers of Pakistan’s manufacturing industries. SPSS software was used to analyze data. This study concluded that greater degree of implementation of TQM practices results in higher-quality performance, business performance and organizational performance. Survey results show that 26.4% changes in organizational performance with 13.3% improvement in quality and 12.7% changes in business performance like total sales, market share and net profit are significantly associated with TQM. The main implication of the findings for managers is that with TQM practices, manufacturing organization are likely to achieve better performance in customer
satisfaction, employee relations, quality and business performance than without TQM practices.

Dr. Fred Appiah Fening, et al. (2013) conducted a study on “Linkage between Total Quality Management and Organizational Survival in manufacturing companies in Ghana”. Researcher noted that most competitive organizations around the world have implemented total quality management practices and strategies to continuously upgrade performance. The objective of this paper is to examine the linkage between TQM and organizational performance and also to show how some Ghanaian and foreign companies operating in Ghana have embraced the concept of quality. Quantitative approach and the survey method of collecting data were used. The study showed positive correlation between the TQM variables (independent) and performance (dependent). This study has revealed that TQM when implemented and practiced will improve the performance of businesses and help in the survival of manufacturing companies and shows that there is positive relationship between TQM practices and company performance.

Ali Bakhit Jaafreh, et al. (2013) researched on “The Effect of Quality Management Practices on Organizational Performance in Jordan: An Empirical Study”. This study examined the extent to which quality management practices and organizational performance are correlated and how quality management practices impacts on organizational performance. Researchers took TQM practices as independent variable and organizational performance as dependent variable. Primary data were collected from 600 employees by using survey method. Data were analyzed through SPSS. The finding of this study from the theoretical aspect gained from this study consistent with the theories and the previous literature which supported these theories by providing empirical evidence throwing in enrichment the body of knowledge about the quality management theory. From the managerial perspective, the result revealed that there was a significant relationship between quality management dimensions such leadership, customer focus, strategic planning & employee relation and organizational performance.

Based on the above studies, the following hypotheses are developed:

**Hypothesis 1:**

To understand how the quality performance of Indian manufacturing firms is related to the TQM practices, this study proposes main hypothesis taking all quality performance together
and six sub hypotheses to check the relationship between individual quality performance indicators and TQM practices.

**Main hypothesis:**

H1\(_{0}\): TQM Practices have no positive impact on quality performance of the organization.

H1\(_{1}\): TQM Practices have positive impact on quality performance of the organization.

**Sub hypotheses:**

H1a\(_{0}\): TQM Practices have no positive impact on defect rate.

H1a\(_{1}\): TQM Practices have positive impact on defect rate.

H1b\(_{0}\): TQM Practices have no positive impact on rework.

H1b\(_{1}\): TQM Practices have positive impact on rework.

H1c\(_{0}\): TQM Practices have no positive impact on cost per product.

H1c\(_{1}\): TQM Practices have positive impact on cost per product.

H1d\(_{0}\): TQM Practices have no positive impact on customer complaints.

H1d\(_{1}\): TQM Practices have positive impact on customer complaints.

H1e\(_{0}\): TQM Practices have no positive impact on cycle time.

H1e\(_{1}\): TQM Practices have positive impact on cycle time.

H1f\(_{0}\): TQM Practices have no positive impact on delivery time.

H1f\(_{1}\): TQM Practices have positive impact on delivery time.

**Hypothesis 2:**

To understand how the business performance of Indian manufacturing firms is related to the TQM practices, this study proposes main hypothesis taking all business performance together and four sub hypotheses to check the relationship between individual business performance indicators and TQM practices.

**Main hypothesis:**

H2\(_{0}\): TQM Practices have no positive impact on business performance of the organization.

H2\(_{1}\): TQM Practices have positive impact on business performance of the organization.
Sub hypotheses:

H2a0: TQM Practices have no positive impact on market share.
H2a1: TQM Practices have positive impact on market share.

H2b0: TQM Practices have no positive impact on total sales.
H2b1: TQM Practices have positive impact on total sales.

H2c0: TQM Practices have no positive impact on net profits.
H2c1: TQM Practices have positive impact on net profits.

H2d0: TQM Practices have no positive impact on production costs.
H2d1: TQM Practices have positive impact on production costs.

Hypothesis 3:

To understand how the organizational performance of Indian manufacturing firms is related to the TQM practices, this study proposes main hypothesis taking all organizational performance together and sixteen sub hypotheses to check the relationship between individual organizational performance indicators and TQM practices.

Main hypothesis:

H30: TQM Practices have no positive impact on organizational performance.
H31: TQM Practices have positive impact on organizational performance.

Sub hypotheses:

H3a0: TQM Practices have no positive impact on absenteeism rate.
H3a1: TQM Practices have positive impact on absenteeism rate.

H3b0: TQM Practices have no positive impact on tardiness rate.
H3b1: TQM Practices have positive impact on tardiness rate.

H3c0: TQM Practices have no positive impact on employee turnover.
H3c1: TQM Practices have positive impact on employee turnover.

H3d0: TQM Practices have no positive impact on suggestions from employees.
H3d1: TQM Practices have positive impact on suggestions from employees.
H3e₀: TQM Practices have no positive impact on skills levels of employees.
H3e₁: TQM Practices have positive impact on skills levels of employees.

H3f₀: TQM Practices have no positive impact on occurrence of accidents.
H3f₁: TQM Practices have positive impact on occurrence of accidents.

H3g₀: TQM Practices have no positive impact on teamwork and cooperation among employees within a team or department.
H3g₁: TQM Practices have positive impact on teamwork and cooperation among employees within a team or department.

H3h₀: TQM Practices have no positive impact on teamwork and cooperation among employees belonging to different work teams or departments.
H3h₁: TQM Practices have positive impact on teamwork and cooperation among employees belonging to different work teams or departments.

H3ı₀: TQM Practices have no positive impact on communication between management and rank and file.
H3ı₁: TQM Practices have positive impact on communication between management and rank and file.

H3ıı₀: TQM Practices have no positive impact on communication between departments.
H3ıı₁: TQM Practices have positive impact on communication between departments.

H3ııı₀: TQM Practices have no positive impact on employees’ attitude towards quality.
H3ııı₁: TQM Practices have positive impact on employees’ attitude towards quality.

H3ıııı₀: TQM Practices have no positive impact on employee’s pride in one’s work.
H3ıııı₁: TQM Practices have positive impact on employee’s pride in one’s work.

H3ııııı₀: TQM Practices have no positive impact on flow of information among departments.
H3ııııı₁: TQM Practices have positive impact on flow of information among departments.

H3ıııııı₀: TQM Practices have no positive impact on quality of product / service provided by one department to another department.
H3ıııııı₁: TQM Practices have positive impact on quality of product / service provided by one department to another department.
H3o0: TQM Practices have no positive impact on quality of product / service provided by our employees to our customer.

H3o1: TQM Practices have positive impact on quality of product / service provided by our employees to our customer.

H3p0: TQM Practices have no positive impact on quality of product / service provided to us by our suppliers.

H3p1: TQM Practices have positive impact on quality of product / service provided to us by our suppliers.

4.3 CHAPTER CONCLUDING NOTE

This chapter gave the details of various studies conducted in the area of TQM practices and its impact on firm’s performance. Next chapter discusses for research methodology of the study.

End Notes


