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IMPROVING PRODUCTIVITY OF CREATIVE ENTERPRISES THROUGH TOTAL QUALITY MANAGEMENT: A QUALITATIVE STUDY

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Abstract. The purpose of this study was to identify the most relevant characteristic elements of Total Quality Management (TQM) for creative enterprises. The scope of this study included review of 17 scientific articles to identify most frequently adopted TQM characteristic elements in context of creative enterprises. The study used qualitative research approach through which 11 TQM elements where identified and analyzed. The results were used to evaluate and identify the most crucial TQM elements for creative enterprises. The identified elements could improve the potential of the creative workforce. The study provides valuable insights for creative enterprises in implementing effective TQM practices.

Keywords: Total Quality Management, TQM, Creative industries, Human creativity, Employee engagement, Continuous improvement.

JEL Classification: M1.

Introduction

Global competition is keening attention between the multinational companies in this highly intense competitive world. The managers are finding million ways per day to meet the requirements of products/services to cope with their chief competitors. In this scenario, it turned as an essential for the companies to choose the practices in the organisation which leads to high quality and productivity of the company. The performance of an organisation also depends upon the practices that is taken by the company (Truong et al., 2014, p. 718). Quality is recognised as the chief goal to be attained by each of the company. The aspect of quality has been studied by multiple number of researchers. It has numerous dimensions of definitions which varies according to the industry where it is intended to be applied. The quality in the aspect of banking sector is not identical to the quality defined by the creative sector. There is no globally accepted definition for the term quality. Some believes that meeting the standard requirements of a product as quality, some others believe quality as satisfying the customers (Nasereddin, 2015, p. 6). In ancient days, the products that was manufactured were taken to the market only if it is made without any defects or else it was rejected without trying to manufacture the product without any defects. Then in 1920's the philosopher began to think about maintaining the quality in a product from the beginning stage of its life cycle, i.e., from the planning stage of the product as they began to develop and apply statistical theories to protect the quality aspects of a product. Then by observing the importance of quality in an organisation, Dr Shewart adopted first attempt to develop the quality control chart in 1924 which was later modified by Deming who also developed a theory on statistical control chart (SPC). The notion of applying quality in the management as a first step to attain overall quality was initially developed and implemented by the industries in Japan which later became a role model for all the companies around the world (Chaitanya et al., 2018, p. 143).

The total quality management principle outbreak in the period of 1980's. it was happened in Japan during the post war time. They held a meeting with the prominent managers and philosophers to start a new concept in the production of products by giving emphasis on the quality. This leads to the development of TQM. The industries in Japan gained the world attention with the quality of their products. TQM attained the popularity during the period of 90's (Madsen, 2020, p. 3). TQM is now considered as the most acceptable and durable management principle which includes many tools and techniques to constantly maintaining quality in the organisation. TQM

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mainly contains four stages which are quality inspection, quality control, quality assurance and Total quality management (Sweis et al., 2019, p. 196). The basic aim is to maintain overall quality of the company by giving emphasis on all elements of company.

TQM has been successfully applied in the creative industry to address unique challenges, such as balancing creativity and quality control. TQM has the potential to improve organizational performance, customer satisfaction, streamline processes, and reduce waste of creative capitals. Despite its benefits, there are limited studies on its usefulness in small and medium creative enterprises. This research paper aims to bridge these gaps by recognizing the characteristic elements of TQM through a comprehensive literature review and identifying those elements that have potential to improve operations of small and medium creative enterprises.

1. Research Methodology

A literature review was carried out by the author. 17 articles that were indexed in Scopus were used in this paper for recognizing the characteristic element of TQM.

A literature review in a broader sense is defined as an approach that synthesizes the information from previously researched articles/ journals/books about a particular topic in a more or less systematic manner. It is a widely used technique used by researchers for an area that is broad and has a different dimension in nature (Snyder, 2019, p. 2).

Scopus is one of the most commonly used databases which consists of literature that is reviewed elaborately. This specific database provides all-inclusive review output around the world with the subject area varying from science, technology, medicine, social sciences, and arts and humanities (Zvirgzdins & Geipele, 2020, p. 25)

Research objective: to identify the characteristic element of TQM that corelates with creative industry.

Research question:

1. What are the characteristic elements of TQM?
2. What are the most frequently used elements of TQM?
3. Which of the identified elements of TQM can be adopted by enterprises within creative enterprises to improve productivity?

2. Results and discussion

2.1 Selection process of literatures

The literature review was developed by the author based on the 17 studies which were extracted by the selection process indicated in figure 1 and indexed in Scopus. The exploration of the literature in Scopus begins with help of the keywords. Keywords used for the collection of the research are Total Quality Management or TQM and literature review. Total quality management and its abbreviation TQM indicates the research subject and the third keyword which is a literature review is used to sort

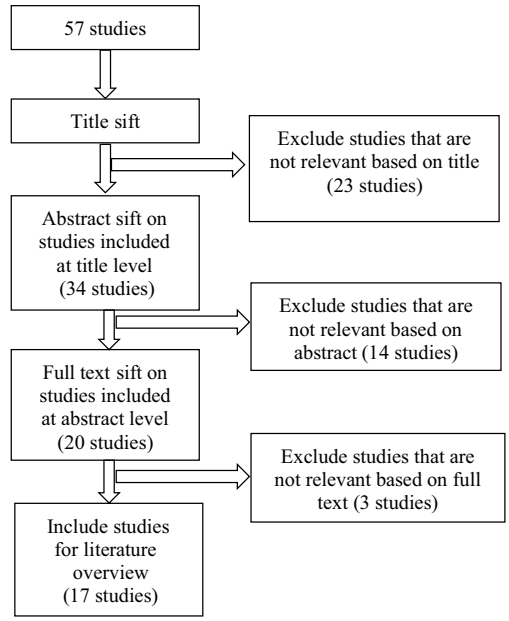

Figure 1: Selection process of studies for the literature review (source: Zvirgzdins & Geipele, 2020, p. 26)

out the literature which is more focused on the theories of the concept rather than the quantitative part.

Figure 1 depicts the selection process used by the author to narrow down the literature used for the review.

The search enabled by the keywords resulted in providing 134 pieces of related literature. To narrow down the literature to a more specified form, the author uses the filter which is the subject area. The subject area is synchronized to business management and accounting which is the area where TQM is implemented immensely and resulted in 57 studies. An additional literature selection process was carried out by the author according to figure 1.1. from the 57 studies displayed, the author used title sift, so that the literature is handpicked in the order of suitability to the TQM concept which narrow down the studies to 34 by excluding 23 studies. Then again author narrow down the literature based on abstract sift which resulted in 20 studies after the deduction of 14 studies. Finally used the full text sift generated 17 studies by excluding 3 studies.

The analytics for the selection of articles where does to include a diverse population of TQM studies. Analytics are done on title level to understand if the articles are relevant to the study. Then the selected articles were reviewed on abstract level to further understand its relevance, the articles not selected were discarded at this point. Thus, the final outcome of this selected process was 17 articles chosen. (Reinaldo et al., 2020; Babatunde, 2020; Aquilani et al., 2017; Patyal & Maddulety, 2015; Dubey & Gunasekaran, 2015; Hietschold et al., 2014; Talib et al., 2014; Mosadeghrad, 2014; Aoun & Hasnan, 2014; Vouzas & Katsogianni, 2018; Yapa, 2012; Shahin & Dabestani, 2011; Kumar et al., 2011; Kumar et al., 2009; Subrahmanya Bhat & Rajashekhar, 2009; Sharma & Kodali, 2008; Teh et al., 2008).

2.2. Overview of the literatures reviewed

A detailed analysis of the literature overview is shown in table 1. The 17 studies selected for the review are analysed systematically. The topicality of each study is relevant to the concept of TQM. Most of the reviews reflected the fundamentals of TQM, the critical success factors for the implementation of TQM, and the barriers in the implementation of TQM etc. The reviews provided more understanding of the research subject and substantially answers the research questions. Each review contributed 2 to 9 answers to the research question. Table 1 provides the details of each research paper, their topicality, and the answers provided by these researchers to the research question of the author.

Table 1. Overview of the 17 literatures reviewed (developed by the author)

No	Title; authors; year of publication; topicality of the literature
1	Critical factors for total quality management implementation in the Brazilian construction industry by Reinaldo, L. D. S. P., Neto, J. V., Caiado, R. G. G., & Quelhas, O. L. G. in 2020. Topicality. The research mainly focused on the notion of implementation of TQM in the Brazilian construction industry as it is hit by the economic recession and struggling to find its position in the national economy.
2	Autobiographical internal dialogue on TQM by Babatunde, O. K. in 2020. Topicality. The study is developed for the TQM practitioners to conduct an individual-level self-assessment for checking the efficiency of their current TQM practice if they are unaware of the TQM concept.
3	TQM implementation in 3PL organizations vs organizations with in-house logistics department by Vouzas, F., & Katsogianni, T. in 2018. Topicality. The paper compares the implementation of TQM in third-party logistics with the in-house logistics department.
4	A systematic literature review on total quality management critical success factors and the identification of new avenues of research by Aquilani, B., Silvestri, C., Ruggieri, A., & Gatti, C. in 2017. Topicality. The paper is provided with the information required for the changes that are to be made in the TQM management by giving more focus to the involvement of customers in each step of the organizational activities and thus improving the quality of the product/services.
5	Interrelationship between total quality management and six sigma: A review by Patyal, V. S., & Maddulety, K. in 2015. Topicality. The research work focused on making a clear distinction between the TQM and six sigma approaches adopted by the company/organizations to improve the quality of product/service.
6	Exploring soft TQM dimensions and their impact on firm performance: some exploratory empirical results by Dubey, R., & Gunasekaran, A. in 2015. Topicality. The paper identified the soft dimensions for the successful implementation of TQM based on the cement industry in India which is facing problems in maintaining the quality of its product.
7	Measuring critical success factors of TQM implementation successfully–a systematic literature review by Hietschold, N., Reinhardt, R., & Gurtner, S. in 2014. Topicality. The research emphasizes the need for successful implementation of TQM in this situation of increasing global competition and demanding customers.
8	Critical success factors of quality management practices among SMEs in the food processing industry in Malaysia by Talib, H. H. A., Ali, K. A. M., & Idris, F. in 2014 Topicality. The paper reflects on the quality-related problems existing in the Malaysian industry and developed a measurement model for total quality management to be adopted in small and medium-sized industries in Malaysia and other developing countries
9	Why TQM programmes fail? A pathology approach by Mosadeghrad, A. M. in 2014. Topicality. The paper intended to give more attention to the obstruction/ barriers of TQM implementation.
10	Lean production and TQM: complementary or contradictory driving forces of innovation performance? by Aoun, M., & Hasnan, N. in 2014. Topicality. The paper develops a model which depicts the relation between lean production and TQM.
11	Total quality management in Sri Lankan service organizations by Yapa, S. in 2012. Topicality. The study pivots the clear idea about the TQM tools and techniques based on the Sri Lankan service organization.
12	A feasibility study of the implementation of total quality management based on soft factor by Shahin, A., & Dabestani, R. in 2011. Topicality. The paper focused on identifying the soft factors of TQM and enabling the companies that see TQM as an integrated tool for quality management.
13	TQM success factors in North Indian manufacturing and service industries by Kumar, R., Garg, D., & Garg, T. K. in 2011. Topicality. The paper supports the managers of service and manufacturing industries to make a fresh start in TQM integration.
14	Total quality management in Indian industries: relevance, analysis, and directions by Kumar, R., Garg, D., & Garg, T. K. in 2009. Topicality. Indian industries are in the slow development stage when compared to other developed country's industries. The paper focused on Indian industries that are in the starting stage of the TQM implementation.
15	An empirical study of barriers to TQM implementation in Indian industries by Subrahmanya Bhat, K., & Rajashekhar, J. in 2009. Topicality. The paper identifies the barriers to the implementation of TQM in Indian industries and provides suggestions.
16	TQM implementation elements for manufacturing excellence by Sharma, M., & Kodali, R. in 2008. Topicality. The paper gives an insight into the TQM implementation elements which are capable of contributing excellence in a manufacturing organization.
17	Does TQM impact role stressors? A conceptual model by Teh, P.-L., Ooi, K.-B., & Yong, C.-C. in 2008. Topicality. The paper focused on the relationship between the TQM and role stressors. Role stressors are a severe problem happening in most of the industries. it deals with the lack of understandability of an individual about their responsibilities and roles in their work

The 17 articles selected contributed to the understanding of the concept Total Quality Management (TQM). They provide a diverse range of insights into the practical implementation of TQM in various contexts. Each article investigates a specific issue related to TQM, making them highly topical and relevant for enterprises within the creative industry.

The article chosen provides input about TQM and its implementation benefits. Critical success factors that can help enterprises to overcome barriers to effectively implement TQM, industry-specific insights into the challenges and opportunities of implementing TQM, TQM implementation in specific regions and industries, are further analysed though the above 17 chosen articles.

2.3. Frequency analysis of identified characteristic elements of TQM

Table 1 gives insight into the key characteristic element of TQM. The characteristic element found from the literatures reviewed is continuous improvement, customer-centred, employee involvement, training, long-term success, supplier management, top management and commitment, leadership, and a lot more.

Table 2 listed the key characteristic elements of TQM which was identified from the selected 17 study paper.

The most observed key characteristic element of TQM by the author from the study papers reviewed are continuous improvement and customer-centred. Both elements are having equal significance in the case of TQM. Then comes employee involvement which was repeatedly noted in 13 study papers which were followed by quality enhancement which is specified in 11 papers. This is followed by top management commitment, training & education, teamwork, process improvement, transparent communication, and productivity. The least specified characteristic element in the study paper observed by the author is fact-based decision making.

To get a clear picture of each characteristic element of TQM identified, the author has defined each element as follows;

Continuous improvement. TQM aims to achieve improvement continuously regarding the changing environment. Continuous improvement is made by monitoring the internal and external environment of the company/organization.

Customer-centred. TQM is originally a customer-centred process. TQM suggest maintaining a long-term relationship with the customer to know about their needs and want and to produce the product/service accordingly which makes the customer completely satisfied.

Employee involvement. TQM suggests the involvement of each employee in the company/organization in every step taken by the company which results in employee satisfaction and makes them more productive in their work.

Leadership. Leadership is the ability of the top management to set a set of policies and goals for the long-term success of the company which provides all the individuals with a clear idea about what they are exactly required to do for the company.

Table 2. The frequency of elements identified from the literature overview (developed by the author)

No	Continuous improvement	Customer-centred	Leadership	Employee involvement	Top management commitment	Training & education	Teamwork	Transparent communication communication	Process improvement	Productivity	Fact-based decision making
	Characteristic elements of TQM										
1	×	×	×	×	×	×	×	×	×	×	
2	×	×	×	×		×					
3	×	×								×	
4	×	×	×	×	×	×	×		×		
5	×	×		×	×	×		×		×	×
6	×	×	×	×	×	×			×		
7	×	×	×	×	×	×	×	×	×		
8	×	×	×	×	×		×			×	
9	×	×		×			×			×	
10	×	×	×	×			×	×			
11	×	×									
12	×	×	×	×	×	×	×	×	×		
13	×	×	×	×	×	×	×	×		×	
14	×	×		×	×		×	×			
15											×
16	×	×	×		×	×			×	×	
17	×	×	×	×					×		
Σ	16	16	11	13	11	9	9	7	7	7	2

Top management commitment. Top management commitment is the dedication of the top management to achieving quality in the product/service offered by the company. They are also involved in every process along with other employees in the company to attain the common goal.

Training & education. TQM training and education involves the process of providing work-related training for the employees which motivates them to do the work and make them updated with the newer methods and tools related to the work.

Teamwork. The work is accomplished by involving every individual together. This helps to work in more efficient manner.

Process improvement. Management is the chain of interlinked processes. each process improvement is made

by careful planning and analysing the current scenarios which result in performance improvement.

Transparent communication. TQM proposes clear and transparent communication between every person in the company which eliminates confusion or misunderstanding between the persons. For this company arranges severe meetings so that the management and employees can clear out the doubts regarding the work area.

Productivity. Productivity in the TQM aspect is the ability of the company to make maximum quality products by minimizing the cost and resources within the specified duration.

Fact based decision making. The decision is not based on the person, number, or value. It is based on facts which is accurate to the situation. There are no practices favouring an individual.

2.4. Developing Productivity Improvement Model for small and medium creative enterprise

The purpose of this study is to identify prominent characteristic elements of TQM that can contribute to enhance in productivity of an enterprise. Small and medium enterprises often have only a defined amount of resources as input, investment to return is one of the key indicators of productivity for such enterprises. Within the creative industry, consistency, reputation, reliability and competitiveness are also important aspects.

Creative enterprises use human creativity turning intellectual property into wealth and profit. The main problem decision makers come across when working with this creative capital is the non-quantifiable nature of creative capital. Improving or changing the management practices in the organization by implementing the conventional ideas of enterprise management may disrupt a creative enterprise leaving the creative capital to burnout. The identified TQM characteristic elements are analysed and interpreted to develop a model for small and medium creative enterprises to adopt in order to maximize productivity. The model was developed based on the following key points:

- considered the unique structure and needs of small & medium creative enterprises;
- aimed for an easy to implement model without any organizational structural change, intensive capital requirement or a big implementation project timeline;
- the relation between productivity and customer satisfaction was considered as a strong indicator;
- continuous improvement is one of the key attributes of TQM and for a growing enterprise, self-improvement by setting customer-centred goals is beneficial for long-term success.

The Figure 2 represents the productivity improvement model for small and medium creative enterprise.

The model aims to maximize productivity of small and medium creative enterprises. The model proposes that productivity can be maximized when the enterprise operates with strong customer-focus. For small and medium enterprises, a customer centred operational strategy can yield good turnovers in a very short amount of time. Continuous improvement initiatives identified by the enterprise internally and the continuous improvement ideas generated as a part of customer demand and market needs are a big part of this model. These continuous improvement ideas are taken up by the enterprise as initiatives to complete inorder to add more value to the organization resulting in a more agile product and service offering. The main focus in terms of implementation will always be towards the people within the enterprise. Even though their daily requirements will be more on completion of current projects dedicating time to the continuous improvement projects is very effective as per TQM principles. The enterprise should not be always split apart into teams of subtasks that concentrate just on those subtasks The great power of small and medium enterprise is that the employees can be trained with a one enterprise-one goal. This improves teamwork, employee engagement and communication with the management. Top management support is significantly better in organizations where in an open communication way of working is practiced. If the top management shows interests in the continuous improvement ideas generated by the team, this also contributes to productivity.

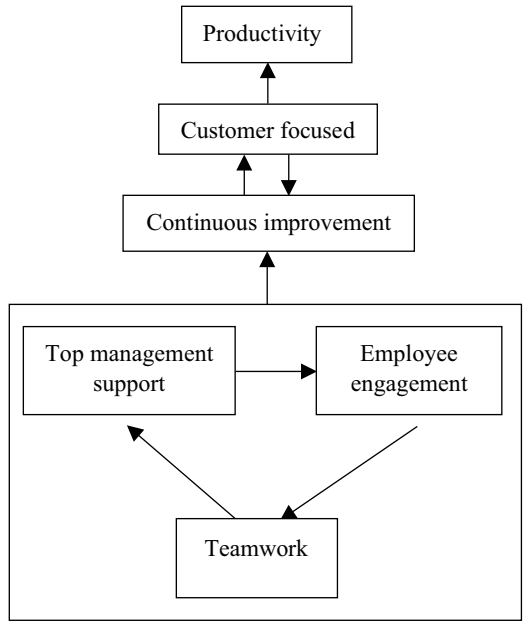

Figure 2. Productivity improvement model for small and medium creative enterprise (developed by the author)

When adopting this model special emphasis is to be given to each of the elements for a successful implementation of the model. The elements of framed productivity improvement model are further explained in detail as follows:

Teamwork. Effective teamwork is critical for a creative company as it allows for collaboration, idea sharing, and problem-solving. Teamwork can help to break down silos and foster a sense of community, leading to better work and improved overall satisfaction for employees.

By encouraging teamwork and collaboration, a creative company can create a supportive and innovative work environment that drives success and growth.

Employee engagement. A key component of TQM, employee engagement can help unlock the creative potential of the workforce and spur innovation. Employee engagement, new ideas, and perspectives can all result from involving them in decision-making, problem-solving, and project planning. It also makes them feel appreciated and engaged. This may lead to better work quality, better motivation, and an improvement in job satisfaction.

Top management support. Top management support is necessary to make sure that the creative organization continues to prioritize quality and customer pleasure. The company's top management should set the tone for its culture and values and offer leadership and guidance. Top management can contribute to the development of a supportive atmosphere where staff members are inspired to pursue excellence and continuous improvement by displaying their dedication to TQM.

Continuous Improvement. A crucial component of TQM is continuous improvement, which might be crucial for a company that specializes in creativity. A creative organization may stay ahead of the competition and create superior work by constantly updating its procedures and methods. This can entail monitoring projects on a regular basis, asking clients for input, and trying out novel methods and devices. A creative business may foster growth, progress, and innovation by instituting a culture of continual improvement.

Customer-focused. For a creative organization, it's essential to comprehend the needs and desires of the clientele. By putting the wants and expectations of the client first, the firm may help to ensure that the services and goods they offer are satisfactory. This could entail performing regular customer surveys, asking customers for feedback, and interacting with them to learn about their needs. A creative business may improve the customer experience, boost client loyalty, and ultimately spur growth by putting the customer first.

Productivity. Productivity is always relative to the operation and to the enterprise setup. The easiest way to measure productivity will always be return to investment ratio. But for a small and medium creative enterprise capturing market share and having a good customer-base should also be taken into consideration in this measure of productivity. Factors such as reliability, consistency, reputation from customer's perspective makes the organization competitive within its industry.

Conclusions

The main aim of the Research was to identify the characteristic elements of TQM, as it is most widely used management philosophy to enhance the quality of the product offered and to gain the global competitive advantage. 17 literatures indexed in Scopus were used for the study by sorting them according to the methodology mentioned by the author. The following conclusions are made by the author from the literature review.

1) Literature overview explores various dimensions of the TQM. Most of the previous studies on TQM were largely concentrated on the critical success factors of TQM, barriers for the successful implementation of TQM in different countries, benefits of TQM and the study helped to identify the main characteristic element of TQM. Each study used for the review contributed the answers to the research question of the author.
2) The characteristic elements identified by the author from the review are continuous improvement (16), customer centered (16), employee involvement (13), leadership (11), top management commitment (10), training (9), teamwork (9), process improvement (7), transparent communication (7), productivity (7) and fact-based decision (2).
3) The most frequently observed element was continuous improvement and customer centered. The less frequently recognized element was fact-based decision, even though it is considered as one of the main elements in the implementation of TQM.
4) The identified elements were analyzed in relation with productivity to develop a productivity improvement model that aims to improves productivity within creative enterprise.
5) The model is customer-centred as it focuses on customer needs and the organization maintaining its competitive advantage within the market.
6) The model is unique and based on total quality management principles. It is an easy to implement model ensuring cost effectiveness.

The findings of this study and the productivity improvement model developed are very much beneficial for decision makers and managers within creative enterprises when managing creative capital.

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Contribution

Author formulated study design integrating literature review, analysis and self-assessment considering the fundamental factors.

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