



## Implementation of Total Quality Management (TQM) in Labour-Intensive Small and Medium-Sized Enterprises (SMEs): A Case Study of Footwear Manufacturing Company

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### ABSTRACT

Globalization in 1990s provided opportunities for emerging economies such as India, to create niche markets in domains that required skilled labour and less technology. To stay ahead of open competition, some resorted to modern manufacturing practices that were popular in technology-intensive SMEs. This paper aims at providing insight in implementing Total Quality Management (TQM) as a manufacturing practice in labour-intensive SMEs by conducting a case study. The conditions that prevailed before, during and after the implementation of TQM are described in detail in this paper. Based on our case analysis, we identified the critical success factors (CSFs) that resulted in this poor deployment. This scenario prevailed in spite of sincere commitment from the top management. An attempt to mimic from technology-intensive SMEs in the labour-intensive manufacturing, did not result in a similar experience because the quintessential difference in the employee (manpower) education, training and nature of work are the key reasons for this performance. The introduction of TQM in a labour-intensive industry is different from technology intensive platform based industries. Therefore labour-intensive among the SMEs need to be considered differently and appropriate framework has to be developed for implementing TQM.

**Keywords:** Small and medium-sized enterprises; case study; total quality management; critical success factors.

### 1. INTRODUCTION

Increasing opportunities for expanding business has motivated small and medium-sized enterprises (SMEs) to increase both their capacity and productivity. In emerging economies, labour-intensive SMEs such as leather goods, garment and textiles, utilize skilled workforce with low technology awareness. In a quest to be globally competitive (Dangayach and Deshmukh, 2005), they seek to create niche markets (McAdam

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