

Modèle Conceptuel de la relation entre le TQM, l'Orientation Marché et la performance des hôtels

A Conceptual Model of the Relationship between Total Quality Management, Market Orientation and Hotel Performance

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Résumé

Abordant le manque dans les investigations portant sur la contribution du TQM dans l'adoption d'une culture organisationnelle orientée marché, notre recherche se propose d'étudier l'impact du Total Quality Management sur l'adoption du comportement orienté marché, ainsi que l'influence de cette relation sur la performance des hôtels. L'objectif de cet article est de présenter un nouveau cadre conceptuel intégrant les éléments constitutifs du modèle EFQM du TQM en tant que facteurs antécédents d'une intelligence marché. L'étude permettra d'enrichir la littérature existante sur les antécédents et les conséquences de l'Orientation marché en particulier dans des économies émergentes comme le Maroc, qui n'ont pas encore été explorées.

Mots clés: Orientation Marché, Management par la Qualité Totale, EFQM, antécédents, Performance.

Abstract

The contemporary Business world is represented by organizational orientations which embrace panorama of theories and approaches. Among these, are Total Quality Management (TQM) and Market Orientation (MO). Addressing a lack of research on the contribution of TQM to MO culture, a new conceptual framework incorporates TQM enablers of EFQM model as antecedents of MO represented by two pillars, customer and competitor orientation and its impact on business performance. Literature about the three constructs is wide -as opposed to treating both together- , and the majority of studies conducted have presented different findings. In order to fill a gap, we tend to evaluate proposed framework in hospitality industry. Moreover, the study will serve as additional literature to few studies particularly in emerging economies like Morocco that has not been explored.

Key words: Market Orientation, Total Quality Management, Marketing, EFQM, antecedent, performance

Introduction

Several contributions regarding the role of Management within business activity has focused attention to customer satisfaction. Drucker (1954), one of the earliest authors who have been convinced of marketing's potential, argued that marketing was the responsibility of top management and customer focus should be the top priority of the firm.

Subsequently, a large concept has received considerable attention effectively in the 1990s. It was originally developed in order to implement Marketing concept empirically. It's called Market Orientation. (MO)

MO compared to traditional Marketing (Kotler, 1967) reached a large attention. Numerous studies (Ellis, 2005; Shumpitaz, 2006) determined the contrast between both and argued the confusion. Traditional Marketing was assimilated to Customer Orientation and pay particular attention on short-term actions such as sales, promotions or advertising analysis of articulated and unclear needs of potential customers.

Therefore, MO has appeared as multidimensional approach, which calls out all company functions not specifically marketing one to turn into the business market, competitive advantage is required at any point in the value chain based on strong strategic vision.

In fact, the literature has generated two parallel views of MO construct. According to Kohli & Jaworski (1990), MO is defined as a set of behaviors efficiently created superior value for the customer and superior business performance. In their view a market-oriented organization is one in which impose two main pillars of marketing concept: customer focus that involves taking actions based on market intelligence, coordinated marketing which means that all departments should be aware and cognizant of customer needs and market state. They described MO as being associated with three behavioral components, namely, intelligence generation, intelligence dissemination, and responsiveness.

Narver & Slater (1990) provide other determinant for behavioral approach: culture. MO is an organization culture that most effectively creates the necessary behaviors for creation of superior value for buyers and, thus, superior performance for the business. Firstly, their study views that MO concept is comprised of three behavioral components: customer orientation, competitor orientation and inter-functional coordination. Second, they examined the relationship between MO concept and profitability. Their results, reported in the Journal of

Marketing (1990), found differential effects (positive and significant) of MO for commodity and non-commodity businesses.

The quality concept has been a popular topic in marketing literature. TQM represents a paradigm shift, which means progressing similar of environment changes. Quality gurus have provided slightly different definitions of TQM but are unified in their emphasis on customer focus. For instance, Feigenbaum was the first who recognize that TQM tools enable Marketing, at the most economical levels which allows for full customer satisfaction by quality improvement efforts (Neyestani, 2017). Juran believed that quality has a direct relationship with the satisfaction of customers with the products or services. Deming stated that firms could no longer ignore the quality revolution in order to dominate global market.

MO must be properly managed internally within the organization. This means that understanding how companies can effectively activate and implement their MO also requires consideration of their internal organizational processes (Wiklund & Shepherd, 2005) and degree to which they mobilize their strategies, their partnerships and resources in across departments (Floyd & Lane, 2000). Hence, incorporating internal factors is likely to weaken or strengthen the MO culture in organization.

The majority of existing research has focused on TQM implementation or MO implementation, and performance relationships, whereas the impact of TQM on MO and performance relations in the context of hospitality industry is largely neglected. Consequently, this study contributes to the extant literature by incorporating TQM practices as antecedents of MO within the context of hospitality industry. In the light of this, the present work will attempt to provide elements of understanding relationships between these factors by studying the main question: “To what extent TQM factors can influence the ability of market-oriented organization to achieve organizational performance?”

The paper is organized as follows: the next section provides a review of the relevant theoretical literature and sets out the hypotheses of the study. The conceptual model is presented in the end.

1. TQM contribution to Market Orientation : literature review and Research Hypothesis

Few studies discuss contribution of TQM practices to MO process. Morgan & Piercing (1991) have seen paradigmatic competition between both. Based on the evidence provided above, one reason seems clear to justify it, is adopting same organizational issues and focus on same objective. However, evidences of following studies indicate commonality rather than competitiveness. The recognition has been translated plainly based on their customer satisfaction and expectations. (Lam, et al., 2012).

It is clear, then, that there are a number of researchers which assimilate TQM to MO. TQM is defined as rich tools and practices in order to meeting and exceeding customer needs, like MO, the aim is putting the customer first in order to pursuing customer satisfaction. (Sila, 2005). The two approaches prove the desire to provide added value for customers, make company resources and skills well organized so as to achieve these ends (Morgan, 1992), and share conception of an interrelated processes associated to set of methods for seeking improvement.

In the literature, to the best of authors' knowledge, only one study underlined effectively the importance of TQM in MO. Day (1994) demonstrated that TQM tools aid integration of customer requirements into the design process and measure the cost of quality, emphasize individual empowerment and "management by fact" to achieve continuous improvement of existing processes.

TQM involves the practical implementation of organizational processes for ongoing monitoring of market forces and for engaging all of a firm's departments in order to develop the right market response, which are also hallmarks of operative MO (Kholi & Jaworsky, 1990).

On the other hand, many researches proposed that TQM practices may offer an arrangement of tools helped companies to become market-oriented. As suggested by Yam et al.,(2005), Total quality oriented firms can be presumed to have a strong market orientation which provides them with a reasonable knowledge of their customers and competitors' operations.

According to Ahire et al. (1996) ;Vijande & Gonzalez (2009), TQM encourages creation and sharing of market intelligence by appreciation of internal and external customers, the functional cooperation and coordination and adoption of a long-term view of market

exchanges, to enable organizations to continuously respond and adapt to the everchanging market environment.

Gummesson (1991) supported the use of TQM as an approach for change towards market orientation by stating *‘through the concepts of internal customer and process management, TQM has become an integrator between production orientation and marketing orientation and between technology-driven and market-driven behavior’* p 64.

These previous arguments imply causal link between TQM and MO. However, any analysis of potential effects of TQM on marketing in general, must start acknowledging that TQM was the first approach which penetrates management discipline earlier than MO. We assert the ability of TQM to promote more efficiency the implementation of MOculture by providing organizational prescriptions and supporting tools. (Day, 1994; Litton ,2001; Gummesson,1998). Reed (1996) has advanced strong relation between MO components and TQM. Specifically, the last, increased revenues arise from establishing a market advantage, which is dependent on being market driven.

TQM is also examined to have a positive effect on achieving better results than its competitors not only as far as customer satisfaction is concerned but also as regards relations with suppliers, profits, sales and market share. (San Miguel, 2016)

With regard to the positive influence of TQM on MO, explanations have been advanced for the uneven results. Jacob (1993) has suggested that TQM may not contribute well to market orientation in reason of lack of sustained top management commitment and poor understanding of TQM principles. As a consequence, our first hypothesis is formulated as follows:

H₁: TQM would positively influence MO culture.

We tend to explore literature about effect of each EFQM enablers on MO.

1.1.Management Leadership Behavior

The crucial role of firm leaders in the development and implementation of Market Orientation is widely recognized in the literature, as they must give clear signals on how to serve its customers by shaping organizational values and orientations. (Felton, 1959; Webster, 1988, Kohli& Jaworski 1993, Aggarwal & Singh 2004). Drucker (1958) have noticed the importance of leadership as a range of rational, systematic, planning responsibilities providing

directives to managers to achieve customer's strategy. Moreover, he stated succinctly the important part of leadership in marketing as business discipline not separate department. Leader's functions consist of underlying the combination between unit's internal customers and external customers. (Choi & Behling 1997). Thus, leaders who focus on internal and external customers and their satisfaction are more likely to be effective than others.

Previous studies have investigated the ability of leadership to achieve Market Orientation. Leadership is important for the purpose of developing a marketing philosophy within the organization by coordinating the different organizational functions with a view to obtaining a high level of user satisfaction. (Day 1994, Miguel 2016)

According to Shoham, et al., 2005, the easy development of Market Orientation should start with sound resolve, communication and commitment from the CEO to employees in all departments.

Conversely, some studies pointed out that some organizations leaders still fear uncertainties regarding becoming market oriented considering as a luxury. This might create other uncertainties about management support for within-firm risk-taking, intra-preneurial activities and importantly attitude to change. (Bathgate et al. 2006). Leadership is referred specially to to the organizational structure. In other words, leadership style is based on the organization's objectives, available resources and group characteristics (Benabdallahi & El Kaout, 2018).

H_{1a}: leadership would enhance market orientation culture

1.2.Organizational strategy

Drucker (1954) had a simple definition of strategy assimilated through multiple iterations of organizational factors: Management vision, company capabilities, and customer needs. These notions appear to have direct implications in market intelligence process. According to Homburg (2004), there are two perspectives on how organizational factors are related: a strategy formulation perspective, where organizational variables influence the formulation of strategy, and a strategy implementation perspective, where the strategy has an impact on organizational variables. Our interest is for the second view. One between intangible factors that can influence market orientation is strategic quality implementation.

Organizational quality strategy provides a system and a plan to translate customer expectations into operational actions throughout the whole firm. In this perspective, Market Orientation can play its role in focusing on generating information from the environment particularly on customer requirements. (Mokhtar, 2012)

TQM approach define a clear strategy to represents a crucial input in the development of a market orientation. (Mele, 2007). Yam et al. (2005) concluded that TQM encourage a holistic and planned management strategy for developing and sustaining market orientation workplace behavior and atmosphere.

Nevertheless, Pelham (1999) found that choice of strategy has a relatively low influence on relationship between market orientation and performance. He noted that the results might be sample specific due to the constraints in the ability of small firms to implement the generic strategies.

H_{1b}: Strategy would positively related to market orientation culture

1.3. People

He went on to argue that the first and most important part of strategic planning was “planning for people,” qualified professional and technical people was increasingly the major resource constraint on the firm and needed to be its first priority.

Many TQM programs make a distinction between employees as internal customers and external customers. It is generally accepted that market orientation to external customers must be the top priority because of the impact on direct revenue contributions. All efforts must be geared to serving that group.

H_{1c}: People organizational plans would positively influence market orientation culture

1.4. Partnerships & Ressources

Inspired from the typologies of strategic alliances presented by EFQM, the long term partnership defined in this study includes: How the organization plans and manages its external partnerships and internal resources in order to support its policy & strategy and the effective operation of its processes.

Partnerships have been adopted by most firms as a main technique to manage technological turbulence and dynamic market environments. TQM not only appraises customer satisfaction and the whole organization commitment to this principal aim, as well establishment of alliances and partnerships with any publics that are relevant to the company in order to

provide added value in the long term, which summarizes the principles of cultural Market Orientation (Sanzo-Perez et al, 2003).

Additionally, recent research predicts that partnerships, alliances, and social networks (supported by the EFQM model) increase both externally with suppliers and internally with internal stakeholders, engaging them to support the business strategy based on customer orientation. (Rozemeijer et al, 2012)

Nevertheless, the study of Miguel (2016) found the lack of significance in this relationship. The reason for this is relative of research context. Nursing home people constitute the internal resource deemed most essential to orientating this firm towards the market. Similarly, external alliances with other nursing homes, associations, foundations, subcontractors or others may prove not to be of great importance in defining Market Orientation within the sector.

H_{1d}: Partnerships & Resources would positively influence market orientation culture

1.5.Processes, Products & Services

TQM goals and benefits in integrating customer satisfaction with the production process wererecognized. According to Kohli and Jaworski (1990), TQM involves ongoing monitoring of market forces by implementing organizational processes, and engages all departments of a firm to develop the right market response, all of which are also hallmarks of operative market orientation.

Apart from TQM, a “market-led strategic change” (Piercy, 1992), is a strategy where companies align their internal processes to fit with the characteristics of the marketplace, can help companies achieve sustainable competitive advantage. Lam et al (2012)

However, non effective TQM processes can generate poor marked improvements in both product and service quality which decreases organization’s profitability (Litton, 2001).

H_{1e}: Processes, Products & Services Conception would positively be related to market orientation culture

2. Market Orientation & Business Performance

Building on the initial researches by Kohli & Jaworski (1990) and Narver & Slater (1990), significant direct and positive impact has been closely linked since these works.

According to Narver & Slater 1990, MO is an important antecedent of profitability which requires a firm to understand and satisfy its customers to the extent that doing so yields

profits. Furthermore, the study conducted by Kohli & Jaworski (1993) demonstrated the strong relationship with respondents' assessment of their performance and competitor's one as well across business environments characterized by different levels of market turbulence, competitive intensity, or technological turbulence.

In hospitality industry, the importance of MO to enhance performance in relation to the hospitality industry is well recognized (Agarwal 2003; Campo & al. 2014; Herrero & al. 2018, Kasim & al. 2018). MO is a powerful factor of performance in the hotel industry.

MO consists of the concentration on customers and competitors, and integrating hotel functions to create the superior value to customer. Delivering the superior value to customer is concerned as the key of long-time profit and competitive advantage (Narver&Slater 1990; Ho & Miles 2017) and intuitively, this leads to various managerial actions designed to better respond to customer needs (Campo 2014). Organizations that learn continuously from customers, competitors, suppliers and changing trends can create superior value for customers and thus yield greater performance competitiveness (Pedler & Burgoyne 2017; Kitchlew 2018).

Despite the empirical evidence supporting that MO has positive impact on organizational performance, several researchers in this area concluded non significant or even negative effects for this linkage. Au & Tse (1995) reported the weak relationship for the sample of large hotels based in Hong Kong and New Zealand. All correlations were negative and insignificant. A sight of variables like size, price, market turbulence and degree of competition interact in a complex manner. In this context, when large hotels have high chance to influencing and positioning on the market, consequently, being more market oriented could be not necessary. The results of Sargeant (1999) study demonstrate that MO does not appear to have a direct impact on business performance in UK hotel sector as measured by turnover and profitability. Adopting MO may not be a worthwhile activity in this area since there would seem to be no significant gains from so doing. The effect of adopting MO cannot be adequately assessed by using short-term measures such as profitability. MO is a form of investment effort which has a long term effect.

Therefore, being consistent with the findings in the main, we hypothesize that

H₂: MO culture would positively impact hotels performance

2.1. Customer Orientation

The concept is traced in the literature first with Drucker's contributions. By stressing his mainly importance, he asserts that profit means that the long-term growth and survival of the business was expressed by putting shareholders' interests ahead of those of customers and other stakeholders. Customer orientation advocates a continuous, proactive disposition toward meeting customers' exigencies. A focus on total customer satisfaction thereby fosters continuous innovation (Peters 1984)

According to Agarwal (2009), customer orientation tends to facilitate differentiation in market. The strategy is to gather information from and about a firm's customers, which is then disseminated throughout the firm to enable it to appeal to as many customer segments in its market as possible.

H_{2a}: Customer orientation would have positive effect on hotel's performance.

2.2. Competitor orientation

According to Han (1998), complete reliance on customer orientation often can lead to incompleteness in business strategy, which leaves an organization prone to a reactive posture, as opposed to a proactive disposition, in coping with competitors' strategies.

Competitor orientation refers to a process whereby firms analyze their existing and potential competitors and try to understand their strengths, weaknesses and long-term strategies, and to develop appropriate counter-measures (Narver & Slater, 1990).

It facilitates an evaluation of the progress of rival firms, stimulating a firm to be creative in differentiating its products or services from competitors thereby developing competitive advantage (Han et al 1998).

Importantly, Zhou et al. (2009) & Himan et al. (2014) specified the importance of competitor and customer orientations in generating a hotel's competitive advantage and performance. In the other hand, Ladipo et al (2016) studied the relationship within the context of small and medium hotels in Lagos and found that only the customer orientation dimension significantly contributed to the small-sized hotel operators' firm performance. Both the competitor orientation and inter-functional coordination are not significantly linked to its performance.

H_{2b}: Competitor orientation would have positive effect on hotel's performance.

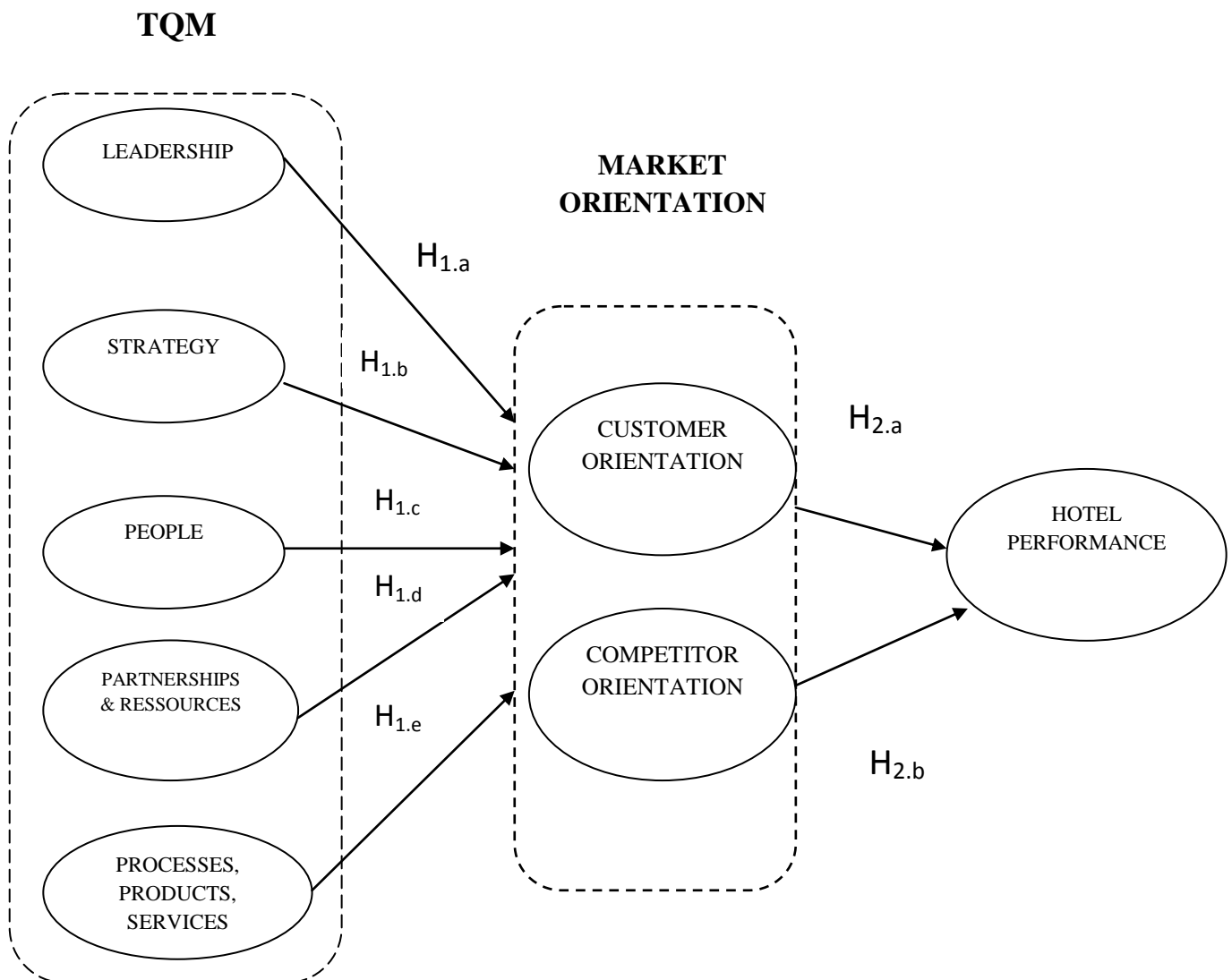
All of these elements developed by this large literature led to construction of conceptual model that lists the important antecedents of market orientation (Leadership, strategy,

people, Partnerships & resources, and process improvement) impacting the market orientation culture, while creating hotel performance in terms of financial and activity measures.

The main questions the study intends to answer are:

- How do different components of TQM factors will be antecedents of Market Orientation culture
- How do different components of MO interact in hotel organization to enhance its performance?

Figure 1: Conceptual model of TQM- MO-Performance linkage



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Conclusion

This paper aims to present some contributions of past researches about all relations that compose the proposed model (Figure 1), which can be tested in an area where little prior research has been done. The research can be an extent of literature about Antecedents and Consequences of MO.

First, there is a need and an opportunity to contextualize instruments to measure constructs for generating valid items used for planned context. Second, research will look for examining the nature of association between all dimensions in addition to offering valuable managerial insights; answers to questions like these may suggest refinements to the proposed model.

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