Enablers of Total Quality Management for Social Enterprises: A Study of UAE Social Organizations

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Abstract : Originality: TQM principles are considered the tools to enhance organizational performance for most organizations. The paper contributes to the literature on the social enterprise because social organizations are still far behind in implementing TQM as compared to other private, public, and nonprofit organizations. Study design: The study is based on the data and information provided by two case studies and one focus group of social enterprises. Purpose: The purpose of the study is to get a deep understating of TQM implementation and to recognize the enablers of TQM in social enterprises that enhance the organizational performance of social enterprises located in UAE. Findings: As per the findings of the study, key enablers of Total Quality management in the case enterprises are leadership support, strategic approach for quality, continuous improvement, process improvement, employee empowerment and customer focus practices, though some inhibitors for TQM implementation such as managerial structure for quality assurance and performance appraisal mechanism are also pointed out by the study. Research limitations: The study findings are only based on two case studies and one focus group, which is not enough to generalize the findings to all social organizations. Practical Implications: Identified TQM enablers can help management to implement TQM successfully in social enterprises. Social implications: The study provides enabling path for Social enterprises to implement TQM to seek quality output to build a better society.

Keywords : TQM, social enterprise, enablers of TQM, UAE
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