
Abstract

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There are many and varied studies focused on finding the explanation of business success which are able to relate to the results on one or other of the many influencing factors in the business environment. Over time, we have considered a precursor to a superior performance of the company Practices Total Quality Management to the Customer Orientation, Entrepreneurial Capacity and other differentiating factors, although their conceptualization and resources of the company and its effect on different dimensions of performance they have not been clearly established in scientific literature.

This research focuses on a defined sector, in a particular geographical area, in order to discern how a given set of business practices can influence the competitive advantages and results through organizational operations. Three variables, Practices Total Quality Management, Customer Orientation and Entrepreneurial Capacity were considered and their relationships with each other, investigation their effect on the benefits and competitive performance of the business have been determined.

The study was conducted from 155 valid responses obtained from a survey "on line" which was addressed to managers and directors of companies that constitute the field of industrial automation in Valencian Community. The activity and the industry were chosen as the scope of the thesis, by the absence of known studies, the author's interest and because of growing and constant importance in the national context.

The results showed that the culture of Total Quality is the main determinant of differentiation, and its effect acts directly on the results, but these principles also act as a driving element of other factors, through business strategy. The research, conducted by structural equation methodology, found a significant positive association between the capabilities of Total Quality Management and the constituents of the Market Orientation construct, such as Customer Focus and Needs Assessment factors. The results also indicated impact on Innovation, Proactivity and Assumption of Risk, being the variables that make up the construct of Entrepreneurial Orientation.

Finally, the results showed that differentiation based on Total Quality Practices is directly associated with business performance, acting on Motivation Performance, Market Performance, Productivity Performance and Societal Performance. Its direct

impact on the performance and economic performance is superior to all other factors considered in the work.

Keywords: Total Quality Management; Customer Orientation; Entrepreneurial Capacity; Organizational Performance.