CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

6.1 THE ILLUMINATOR

This study is an illuminator in the direction of organizational development and the way the organizations are managed.

It is really happy to note that TQM is not a thing of the past and it is very much a vibrant concept in Coimbatore.

The profile of the participants’ was very much varied and surely that represented the universe. The researcher would call the sample as a microcosm. In order to maintain the confidentiality the researcher allowed the participants to have their say without revealing their identity. This has boosted the people confidence and that has turned out to be a very positive response.

This study focused mainly on the medium and large sector manufacturing industries in Coimbatore. This city is the second largest one in the state of Tamilnadu and in India and once upon a time it was called as Manchester of South India because of the dense textile mills operating. Slowly Coimbatore got its prominence in the manufacturing sector. And it is nearly accounting 30% of the OEM’s requirement now.

Coimbatore is a bastion of entrepreneurship also. Hence the attitude and the aptitude of the people is certainly a cut above. This is the reality about the Coimbatore city and the general perception when the study was carried out.
6.2 THE TQM CONCEPTS

The researcher reviewed the concepts of TQM in detail in our literature review and tried to find out the real TQM. During all these years TQM is considered to be a process which is having a strong on the technical side of it and the tools used. But with so much negative images are flying around we assessed the relevance of TQM in today’s environment. In this regard not only the detailed recording about the TQM from a different perspective but also our publication in the International Journals dealt with the subject.

The conclusion on this is though TQM consists of so many technical aspects, process focus, strongly relying of statistical tools, this study observed many gaps in the implementation process.

6.3 FINDINGS ON THE CONCEPT OF TEAMS

This study tries to understand the effective implementation of TQM from many variables. Ultimately it is the people who are working in the organization are responsible for the implementation and sustaining.

This study analyses the implementation process with the variables Gender, Age, Years of experience put up in the current organization, Total Experience, Educational Qualifications, Job Position and Functional Area.

In the clear cut case this study brought out the important aspect that Gender is not an important issue and this is observed from the Table 5.2.

Leadership traits seem to have a significant relationship with the Age, Experience in the current organization and the Total Experience. Table 5.3 explains these concepts. But as the level of education varies this working as a team concept is taking a beat. Different age group’s perception varies. The concern is the younger generation is reluctant to accept this and finding it hard when it comes
to working as a team. The important point is that the managerial leadership is an important aspect for the success of an organization.

Similarly the people in manufacturing area tend to have a more task oriented approach. It is the responsibility of the top management and HR to nurture and develop the people orientation throughout the organization.

This study has brought about that Customer Focus has a strong relationship with Total Experience and Educational Qualification and this is demonstrated from the Tables 5.16, 5.19, 5.35, and 5.47. Meaning of this Total experience is that the Organizations should work hard on retaining the talent as this will directly have an impact on the sustaining successful performance. Experienced people should be given more responsibility in the organizations working and asking their opinions and suggestions alone can take the image of the organization to a new high.

This study tried to look into the team and team working concepts. The survey instruments contained questions that are related to process focus orientation and people focus orientation.

Gender factor does not influence any significance in the Job orientation but has something to offer in the people orientation. It is inferred from the Table 5.57 and 5.64.

Experience plays an important role. It has much significant role in both people orientation and Job orientation. Table 5.58 shows this clearly. This definitely has an edge in the implementation and sustaining the TQM movement.

Similarly Job position and Functional areas have a significant role in the TQM process. This is observed from the tables 5.61 and 5.62.
6.4 FINDINGS ON THE CUSTOMER FOCUS

Customer Focus is the key in TQM. Age, Experience in the current organization, Total Experience, Educational Qualifications, Job position and Functional areas contributing a significance in the customer focus. This has been observed from the Tables 5.64, 5.65, 5.66, 5.67, 5.68 and 5.69.

In TQM customer also means Internal Customer. Treating internal customer equal to external customer is very important in the successful implementation. But this study reveals the gap in this. As listed out in Table 5.47 this idea is not well received. Another major embarrassment to the TQM concept is that the way organizations are treating their internal customer.

This factor is also putting the philosophy down. This is being done to assess the mindset of the people. And instead of a NO they prefer to say this answer. This is also high point of concern.

Internal customer focus can be enriched by involving all the people in their work area and decision makings can be made at the lowest possible level as far as the regular working s are concerned. While resolving the internal quality issues it is suggested that the team working like Quality Circle concepts can be followed and this will smoothen the friction between the departments and will drive a commitment to one and all.

TQM rests on the strong foundation of serving the customer and satisfying him. Though the overall observation and conclusion from this study say customer focus is good, there are few indicators providing us a caution.

Many people still think that their organization is not doing a customer survey. This is a major shock and needs to be addressed by all concerned immediately. Getting the feedback from the customer is the first step in...
improving the organizational performance and this will be major source of data for all the improvement activity that will focus on delighting the customer.

It is found that all the measured variables MPP, CSF, TPA, TEV, STT, SIN, MLC, ADR, ENV and INI are with the latent variable of successful operation for analysing the factors influencing the respondents’ opinion about TQM in their manufacturing industries and also have positive relationship with the significance at 1 percent and 5 percent level.

From the path diagram, it is understood that all the measured variables QIM, PLE, SPQ, TMT, SRP, CEM, HAB, INF and CLE are highly influenced with latent variable of successful operation for analysing the TQM practices of manufacturing industries in Coimbatore and also have positive relationship with the significant at 1 percent and 5 percent level.

6.5 SCOPE FOR FUTURE RESEARCH

Future research should focus on evaluating quality management practices in other industrial sectors in India. Further studies should be carried out to compare the degree of performance of quality practices in regard to relationships they possess. Also in future, this study could be developed to test the effect of quality management practices on organizational performance (financial and non-financial measurement), where the operational performance variables could be used as moderating variable.
6.6 WHAT WILL PROVIDE SUSTENANCE?

Team working and Customer Focus are the two eyes of TQM philosophy. And is it possible to trade off here? Any trade off will seriously affect the implementation process and will surely one day blame that TQM is not providing any result.

To implement TQM there are many models and methods are already available. But this study would like to provide an alternate way for TQM implementation. Though this is a very generic one and can be called as a DNA model of TQM

There is a strong reason to suggest and use this analogy.

It is important for any organization that its employees are having strong orientation towards both task and people. But this is a major change to take place. And we have handled this in our paper also.

![DNA Model of TQM](image)

Fig 6.1 DNA model of TQM

And like the double helix strand in DNA, the people orientation and task orientation are running parallel to each other but in the opposite
direction. Customer focus is the one that connects these two and making it to work.

For the practicing organizations this study is very important and critical. From the data it is observed that many policy decision changes are required to keep the TQM in track. The researcher suggests many policy changes in the HR area.

6.7 CONCLUDING REMARKS

The Researcher suggests that many further studies are possible from this one. This study brought about the basic requirements in a general way and it is possible to go deep into more details. It is suggested that further study on the Team and Team working is possible from this foundation. Finer aspects in how to make team more actionable and at the same time more bonding to each member can be studied in detail. This will surely help the practicing organization to provide with more guidelines.

Customer focus and especially Internal customer focus is another important research area. This study uncovered few points in the internal customer concept and the researcher suggests more empirical research is possible in this direction. TQM cares not only about the longevity of the organization but also the longevity of the tenure of the people. This has been clearly illustrated that experience in the organization matters a lot. Further research can help HR to keep the people together for a longer period.

The study can be a breakthrough for both academics and practicing managers. The amount of information it contains will surely be of great support for both the spectrum of people.

To make TQM work everybody in the organization should work. This study reiterates our word. The era of team working and customer focus is sure
to stay here. And to make this happen a tremendous amount of policy change and a strong will to change the basic fundamental way of working from the Taylor principles to the TQM way. It involves high level of transformation at the level of manufacturing working, the mind set of R & D, and the concepts of current HR needs to addressed very seriously and alter in order to make TQM a successful. If that is done then TQM will take care of the organization for prosperity.