6.1 Summary of the Study

The present study discusses the issues which show up in the quality management practices of ISO 9001:2000-certified organisations as well those without ISO 9001:2000 certification. The topic of study is the impact of ISO 9001:2000 on quality management practices in selected organisations in Kerala. The tool used is a structured questionnaire, which has been arrived at, after conducting a pre test. This study is descriptive in nature and covers central Kerala including Trivandrum, Kochi, Alleppey and Kottayam. This researcher has visited all the organisations covered in the survey and held discussions with department heads, management representatives and the employees to collect first hand information on the activities specifically aimed at the quality management practices followed in the organisations.

6.2 The Findings of the study

The findings of the study are grouped into seven heads based on the quality dimensions. The agreements and disagreements of the employees to the various questions are considered while arriving at the findings. The severity and importance of the observation with respect to the question are taken in to account while choosing the feedback from the responses.
6.2.1 The observation from the findings of Top Management Commitment

The observation on the existence of the levels of existence of quality attributes of Top Management Commitment in both categories of organizations has revealed the following facts:

- 27.48% and 39.04% of the employees of ISO 9001:2000-certified organizations and those not certified respectively have not agreed that the top management identifies the product realization processes.

- It is noted that 49.11% and 46.65% of the employees respectively of ISO 9001:2000 certified organisations and those which are not have confirmed that the employees are recognized and appreciated for the good work done.

- 25.46 per cent of the employees of ISO 9001:2000 certified organisations and 22.87 per cent of the other category have not agreed with the statement that erring employees are pulled up when the performance is not satisfactory.

- The survey data shows that 46.84% of the employees from ISO 9001:2000-certified organizations and 50.81% from the other category have opined that quality objectives are established by the top management.

- Regarding the availability of trained resources, 26.37% of the employees of ISO 9001:2000 certified organizations and 42.02% of the other category have expressed their view that top management is not meeting the needs of the trained resources.

6.2.2 The findings from the analysis of Employee Involvement

- 17.62% of the employees of ISO 9001:2000 certifies organizations and 27.26% of the other category feel that they are not associated with the process of establishing individual and team objectives.
As regards the encouragement of innovative efforts, 58.10% and 62.13% of the employees of ISO 9001:2000-certified and the organizations without this certification are in agreement to the support of top management.

17.79% of employees of ISO 9001:2000 organisation and 30.49 of the other category do not seem to have involved in the process of process performance and management of results.

In the process of objective setting and decision making, 26.58 % and 39.02% respectively of the employees of ISO 9001:2000 and the other category of organizations have expressed their view that they have not been involved.

6.2.3 The analysis of Team working, as perceived by the respondents

25% of the employees of ISO 9001:2000-certified organizations and 29.80% of the employees from the organisation without ISO 9001:2000 certification are of the view that pooling of expertise and resources do not help to tackle problems.

As regards participation in process improvements related to quality up gradation, 50.22% of the employees of ISO 9001:2000-certified organizations and 60.04% from the other category agree that they get opportunity to participate in this process.

21.39% and 35.33% of the employees of ISO 9001:2000 and the other category of organizations opine that there is no team to carry out cause and effect analysis.

On the point of shared vision guiding to take decisions on technical matters, 64.05% employees from ISO 9001:2000 and 55.19% from organizations without ISO 9001: 2000, have shown their agreement.
6.2.4 The findings from the analysis on Continual Improvement

➢ 14.86% of employees from ISO 9001:2000-certified organizations and 33.94% from the other category do not feel that the processes of the organisation are continually improved to enhance effectiveness and efficiency.

➢ In respect of the over viewing and validation of improvements, 59.91% and 55.66% of the employees of ISO 9001:2000 organizations and those without ISO 9001:2000 respectively, are in agreement with the existence of this process.

➢ 52.48% of the employees of ISO 9001:2000-certified organizations and 60.27 from the organisations without ISO 9001:2000 have concurred that the improvements as well as failures are documented with the same vigour.

➢ As regards cost of quality, 19.14 % of the employees of ISO 9001:2000 organisations and 27.62% of the other category have stated that they are not aware of the cost of quality.

6.2.5 Feedback from the analysis of data in respect of Internal Communication

➢ As regards self improvement programme, 27.04% and 33.25% of the employees of ISO 9001:2000 and the other category of organisation have opined that there is no such activity in their departments

➢ 27.70% and 46.42% of the employees of ISO 9001:2000 and the other category of organizations do not feel that they are encouraged to communicate the feedback on the obstacles faced by them in achieving improvement goals.
In respect of communication on the effectiveness of quality management system across the organisation, 43.46% against 50.80% of the employees of the ISO 9001:2000 and the other category agree that this process takes place.

20.50% and 30.96% of the employees of ISO 9001:2000-certified organisation and those without certification have indicated that communication of objectives and accomplishments are not communicated effectively.

6.2.6 Analysis of Customer Satisfaction

In respect of knowledge of current level of customer complaints, 33.11% of employees of ISO 9001:2000 organisations and 52.19% of the other category are not aware of the current level of customer complaints.

As regards the awareness of current and future needs of the customers, 19.37% and 43.88% respectively of the employees of the two types of organizations in order have expressed that they are not aware of these.

53.37% of the employees of ISO 9001:2000 organizations and 55.89% from the other category feel that listening to the customers’ voice helps to optimise the features of the product.

As regards the usefulness of monitoring and measuring of the feedback of information on Customer Satisfaction, 51.35% and 38.585 of the employees of the ISO 9001:2000-certified organisation and those without ISO 9001:2000-certification respectively are in agreement with it.
6.3 Other important findings of the study

Out of the six dimensions of quality management systems investigated in this study, Top Management Commitment, Employee Involvement, Continual Improvement and Customer Satisfaction are observed to be better practiced in ISO 9001:2000-certified organizations. In the case of the other two dimensions, Team Working and Internal Communication, organisations which are not certified for ISO 9001:2000 standards are found to be faring better. One of the reasons for the not so uniformly excellent performance of ISO 9001:2000-certified organisations in all the six dimensions of quality could probably be the setting in of a little bit of complacency and developing over confidence due to the possession of ISO 9001:2000-certification. Hand in hand, the organizations without ISO 9001:2000-certification must be taking business more seriously, and practicing the ethos of quality to overcome the stiff competition, thereby excelling in three dimensions. An information the researcher could collect during the survey is that, the documentation which has to be followed for ISO 9001:2000, and the manpower needed for this, pull back the organizations without certification from implementing ISO 9001:2000 standards. It is possible that this can be overcome by adopting electronic means for storage, processing and retrieval of data, and moving towards a paperless office.