CHAPTER 6

SUMMARY OF FINDINGS, CONCLUSIONS AND SUGGESTIONS
TQM AWARENESS

The study on the evaluation of TQM in Ultra Tech Ltd. comprises respondent perceptions and comparing it with management’s policy and vision for quality excellence. In the process the demographic profile of all the sample respondents was ascertained to bring out the logical and meaningful interpretation of their responses on TQM. The demographic details regarding the respondents' age, length of service, department, qualifications etc., have already been mentioned.

The general perception is as the age, length of service, the department of working will have greater impact on the awareness level, common sense, analytical, and judgemental ability of an individual improves creating a positive and expected influence on the awareness and understanding of TQM in the organization. Hence, considering this significant aspect, the study is concentrated upon to know the specific impact of the data regarding their Age, Department, Qualifications and Length of service on their believes and perceptions about TQM awareness and its existence.

Using certain specific parameters mentioned earlier, the study has derived at the awareness levels of TQM among employees. The opinions of employee respondents were sought to as ascertain the basic awareness of TQM in them as indicated. The results of two important parameters against which the opinions were obtained indicate that the employee responses are highly phenomenal and interpreted that the major segment of
employees are aware of and existence of TQM and its implementation in Ultra Tech Limited. In fact most of the organizations today mandatorily follow the practice of TQM in reaching to excellence level. In addition to the above it can be understood that the application and implementation of TQM has greatly influenced the cement industry in India and elsewhere.

Another important reason for 100 percent response of sample respondents is their age group, length of service, their grades and qualifications. It is observed that majority of employee respondents are in the effective age group of 25-45 (84+52). This is prime age group for greater learning and effective performance. Therefore, the concept of TQM is all pervasive and it influences every function, department and grade. With regard to experience, most of the respondents fall with in the range of 4 to 9 years indicating that an experience of up to 9 years is sufficient for any employee to be aware of and existence of TQM in the organization. Nearly about 90 per cent of employee respondents are educated from Diploma to post graduation. In support of this observation it also noticed practically that most of these respondents are pursuing for their PG degree in management through Open University system. The results also confirm that the education level also helps employees to get awareness on TQM.

Top management plays a vital role in the successful implementation of techniques and models such as TQM. Further top management as its responsibility prepares a number of models and techniques through its functions such as objectives, policy communication, leadership etc. To enjoy the benefits of TQM as a consequence of this people in the operative level will implement the models and guidelines for effective results of TQM. Thus top management need to be ambidextrous. They must balance the need for
structural dimensions on the one hand with the behaviour dimensions on the other. The structural dimensions include hierarchy, budget, plan, controls, and procedure of Total Quality Management. The employee responses indicate that the policy implementation with regard to TQM is very strong as it enjoys complete support of top management. It also indicates the existence of positive and perfect relations between employees and management in Ultra Tech Company Ltd. This trend in employee responses is once again due to many other factors such as age, qualifications, and department of working and length of service.

The post globalisation period in India had brought in several opportunities and improvements in Indian organizations. Technological development and economic competitiveness had greater impact on managerial dimension and directions in this era. There were many organizations both within and outside cement sector that died of not being able to adapt to the above changes. The above discussion brings forth the necessity of the organization to respond to changes whenever it becomes necessary. The concept of TQM has been enjoying its important role in both situations - "Before and After Globalisation". The concept of TQM was introduced in Ultra Tech in 2002. This timing strategy has largely helped the company today to enjoy the benefits.

It has been an established fact that TQM philosophy and practice bring in systematic, integrated, consistent, organizational perspective involving every one and everything. Number of companies including Ultra Tech Limited has been enjoying TQM benefits. While examining the company records it was very clear that the Ultra Tech Company limited has been on the upper side in terms of employee efficiency. The employees have supported this observation equally in their responses.
TQM implementation should be done with a particular strategy. Four components cited as critical for successful TQM strategy implementations are *customer satisfaction*, *employee involvement*, *managerial leadership* and *process improvement and control*. These components are essential and successful implementation of components provides many significant benefits to an organization. These benefits include customer satisfaction, enhanced quality and services, lower maintenance cost, greater productivity, increased flexibilities in meetings, customer demands, better utilization of human resources and better management control. The successful implementation of TQM and the related to organization can also be discussed through various other parameters. Certain specific and most relevant components, mentioned in the respective chapter, were taken for the purpose of the study. For the sake of convenience and easy assessment the first two options such as 'definitely realized' and 'realized somewhat' are made together. This has indeed resulted in total positive responses for determined benefits to the organization. These benefits and functions are also reported to find out letter and spirit of an effective administration of organization with proper quality.

In addition to the above organizations should also make it mandatory to evaluate the level of benefits derived by various functions in department so that they cumulatively constitute the growth of organization with in the context of TQM. Every employee expects his department or a function to progress and prosper. Alternatively it can also be interpreted that the respective departments have.
It is interpreted from the study that the maximum TQM benefits were derived from more than 5 out of 8 parameters. Comparing with the performance and perceptions of respondents it may be understood that the impression for quality consciousness, awareness and knowledge for implementation can be observed high in any respondent provided which are due to age, qualifications, functions and length of service put in by the respondent within the context of study. It sounds quite impressive to know from the study that these aspects of an employee keep influencing his level of understanding and perceptions. On the similar lines it is found that the behaviour of an individual is the determinant of age, qualifications, length of service. So it is confirmed that the responses given by the sample respondents of Ultra Tech Co. Ltd. are directly proportional to their age, qualifications, exposure and experience. Of all the parameters given, the two parameters are relatively difficult hence requires additional concentration and carefulness on the part of management to attract employee’s response. The Ultra Tech management may enhance its total quality strategy concerning these two parameters. Simultaneously it is suggested that all the employees may be exposed constantly to realize the benefits from time to time.

There are number of concepts and components that constitute total quality management. The essence of all the models mentioned earlier certain concepts were evolved considering their importance, necessity and organisation’s ability for the purpose of the study. These concepts were pre-tested for their existence in Ultra Tech Limited before soliciting responses from the respondents. Majority of respondents declared that all concepts mentioned definitely belong to and are very much involved in TQM implementation as mentioned. The study results indicate that the majority employees may be under the impression that TQM has to do with internal and managerial aspects also. If
this observation is correct, then the Company may concentrate on training employees vigorously towards enhancing their knowledge and awareness levels regarding TQM and the impact of internal environment. It is mentioned here that TQM has all pervasiveness and is mainly directed towards customer focus and satisfaction. From the study results we can interpret that one of the reasons for major success of TQM implementation in Ultra Tech is due to potential knowledge of TQM in employees. Hence it can be understood that organization is poised for excellence in TQM implementation in the future.

It is found that in certain areas of TQM such as customer focus and statistical process control the awareness level among respondents regarding these concepts belonging to the TQM implementation. Hence, it is also suggested that the company may propose for implementation of certain strategies such as job rotation, job enrichment and employee postings based on potential appraisal essentially enhance their awareness and knowledge about TQM. Unless this is achieved the management of Ultra Tech cannot gain excellence in implementation of TQM. It is also reminded here that some organizations consider TQM practice as their competitive advantage.

On the necessity for implementation concepts of TQM the study further concentrated to find out their exact usefulness in the organization and their respective departments. Some concepts as mentioned earlier were taken for this purpose for better, accurate and meaningful comparison among determination of TQM concepts and their usefulness to the organization and to the department. The study results indicate that the employees of Ultra Tech do recognize the strong presence of Top Management Leadership. They in fact believe that their top management is a strong force behind them in their working with
Ultra Tech Company Ltd. This interpretation is supported by the personal observation that the top management and the employees are sailing with same opinion with regard to identification of concepts and their usefulness for successful implementation of TQM in Ultra Tech Limited. This extends further to observe that the implementation and usefulness of TQM concepts is felt by respondents as highly significant to Ultra Tech for implementing TQM successfully. However, they appear to be lacking theoretical knowledge on the usefulness of concepts in TQM implementation. Hence, the management of Ultra Tech may develop certain ways and means of strategically linking the employees' age, qualifications, department and length of service in order to bring in higher-level knowledge and skill in the management of TQM.

Similar observations have been made with regard to gathering perception of employee respondents in the usefulness of some concepts for growth, development and excellence of TQM in their respective departments. The corresponding results have been thought provoking. The only one concept parameter that received discouraging respondents was 'statistical process control' with only 88 respondents. This could be because certain departments may not be having proper supportive process control mechanisms or the Central statistical process control that may not be reaching to the requirements of the department concerned. Hence it is suggested that the management of Ultra Tech can put a step forward in reaching to the excellence in implementation of TQM by integrating further the concept of statistical process control with the various departments that required additional support. On the overall the usefulness of predetermined concepts, mentioned above, are believed to be strongly useful for the development of organization in general and respective department in particular with in the context of TQM implementation.
From the responses it is understood that the onus of TQM implementation largely depends on the top management and its leadership. Top management must be fully responsible for helping each one concerned towards quality performance and must constantly endeavour to accomplish total transformation of organizational activities for TQM. Prior to this, top management must get convinced of the necessity for quality and must clearly communicate the same to the employees in a written form. The most important concepts of group effort and group decision making contribute to a greater extent for the successful implementation of TQM provided the top management commitment is ensured.

The ability to make decision qualitatively and effectively is considered critical at all levels of TQM implementation and emerged as crucial competitive method for the organization. This observation is very much applicable to all the organizations including Ultra Tech Co. Limited. Being in the business of highly competitive products Ultra Tech Company Limited needs to be following TQM with complete commitment from Top management. Understandably the respondent company is found to be highly responsive in this context. It is further interesting to note that bench marking is a latest addition to concepts of TQM and also preferred by the respondents. Benchmarking is the method of identifying and adopting new ideas, new ways of improving organizational process for meeting high level customer expectations. Incidentally the Ultra Tech Company Limited also has designed and implemented the concept of Benchmarking under total system approach by examining its role in the product and process supply channels.
In the light of the results an interpretation can be drawn to understand that the TQM concept, implementation and the progress are being followed and monitored meticulously and successfully. Therefore it is logical and reasonable to conclude that the organisation's success in the market is extensively attributed to successful implementation of TQM. It can also be interpreted that the responses given are reasonable, reliable and responsible as the majority of respondents fall in the experience in the category of 9 years and above. This length of service is more than sufficient for an average employee to observe and assimilate the organization and its processes. If we consider the qualification of sample employee respondents it is further interesting to note that majority of them are diploma holders and above. This indicates the profile of respondents as highly reliable and acceptable.

It is expected generally when the organization is enjoying benefits, implementing TQM concepts in a respective department and function will also be enjoying the similar status. However in certain cases this hypothesis may prove to be wrong. This requires thorough investigation of the actual benefit received by different departments through implementation TQM. With the responses corresponding to the above discussion it is appreciated that the effort put in by all concerned including top management, employees, systems and planning are being directed in one trend and are integrated perfectly to achieve favourable business results through implementation of TQM concepts in Ultra Tech Company Limited.

PERCEPTIONS ON THE SIGNIFICANCE OF COMPONENTS OF TQM:
Total Quality Management has been acclaimed as the most important philosophical approach towards excellence in quality in various organizations across the globe since 1950's till today. Many of the Indian organizations have risen to the level of quality
achievement since couple of decades now. It is often interesting to find out the actual practice of TQM in Indian organizations that have studied models of quality excellence. In the cement industry too there are number of organizations that have introduced and achieved the benefits of TQM over a period of time. The practice of TQM has several components mentioned earlier. Based on the responses, the results of the study were arrived at with the help of certain statistical techniques the logical and rationale interpretations; conclusions and suggestions are discussed here under.

1. LEADERSHIP STYLE

In any organization the style of leadership among senior management leads the organization. In the Total Quality Management environment the leadership gets different perspective. The leader is a coach and mentor with a shared purpose, vision, values and beliefs. The communication is open and vide of followers are heard. Leadership is highly dynamic and effective and promotes for Quality enhancement in the TQM context. When the leadership effectiveness is highly significant on the performance of organization in Total Quality environment, it indicates that the philosophy, policies and commitment of management for quality enhancement are very strong effective.

The comparative analysis between perceptions of both managers and employees has been synergetic and significant. In a couple of cases both the categories of employees gave almost similar scores indicating that they are of the same opinion about their significance. For instance the first three statements enjoy almost similar responses. This synergy should be brought in between both managers and employees so that the organization can enjoy high level of effectiveness at the top and bottom lines of organizational hierarchy.
2. TRAINING AND DEVELOPMENT

Training and Development activity is an investment on human resources. During the industrial age, experienced managers trained the unskilled. Supervisors and Managers have to develop their knowledge by observation in most of the occasions. The TQM environment places high priority on training employees at all levels in the organization. Therefore the aim of any training programme is to provide the people with the required skills which enhances creative skills of every employee for the better performance by the organization.

The study results corresponding to this particular parameter indicate that the 'Z' values of both the respondent categories, employee respondents' perceptions have yielded high responses than that of management respondents. In a sense it is true to believe that the ultimate result of any training effort falls on the end beneficiaries such as employees. The management respondents' perceptions are based on their perceptual observations only whereas the employee respondents were more articulative and effective on the implementation training and development. Hence, it is interpreted that the data derived are very effective and encouraging. Therefore, the organization may maintain the quality, of course, with rigorous practice of existing practice and policies for Total Quality achievement in Ultra Tech Co. Ltd.

3. HUMAN RESOURCE PLANNING AND MANAGEMENT

The policies relating to human resources are usually are the kind that are covered under the umbrella term, HRM, and wish is generally under the charge of HR professionals. A strong commitment among employees is the basic requisite for the effective implementation of TQM in any organization across the globe. The commitment among
employees for TQM can be best possible with the quality leadership provided by the management. This in turn influences overall activities of human resources management including planning, recruitment and development of personnel for quality. The organizations must constantly design policies and practices that encourage employees to feel committed to what they do for quality enhancement in the organization. Therefore the HR policies on planning human resources size and quality, the ways and means of their procurement, and the strategies for this improvement etc. should be designed prior to undertaking each of these activities.

There are a number of statements that can constitute human resource planning and management function in the context of total quality management. The statements may range from human resource planning to bench marking of human resource activities in the organization for improving quality in human resource practice. For the purpose of ascertaining the impact of human resource planning and management component of the total quality management in Ultra Tech Co., Ltd., about 13 statements were selected. With regard to responses of management respondents, the observation indicates that the overall component of human resource planning and management is being viewed and practiced significantly in the TQM environment compared to pre-implementation of TQM in the organization.

The analysis in case of management respondents point out that there has been highly significant improvement in the practice of including affected people in planning for a change. This indicates that under TQM environment the management is able to believe and articulate that employee involvement is highly regarded. This trend can be interpreted as when both of them are rating the statement as low calls for immediate
attention on strengthening of existing practice of quality circles not only within the functions but also beyond. In the present day organizations it is a must that employees at all levels should be given an opportunity to move and interact across functions to understand and move quickly in contributing to their maximum for highly effective TQM, especially in highly competitive cement industry and specifically in the sample organization, Ultra Tech Co. Ltd. The observation from employee respondents indicates that the company's management is able to maintain the employee morale and continue to involve them in quality enhancement. Interestingly the management respondents also made similar response. Hence, it is suggested that the management of Ultra Tech Co. Ltd. may intensify their existing practice of employee involvement and continue to provide opportunities to employees at all levels for their quality contribution.

4. QUALITY OF WORK LIFE

The environment in which people work in an organization plays a vital role in affecting their efficiency and quality of work life. Quality of work life indicates the conditions in which workers or other employees work and the contribution they are able to make in terms of their physical as well as mental abilities and creative capacity towards improving the performance of the company. The concept encompasses (1) the working conditions (2) the employee attitude towards job (3) opportunities for improvement in career, status, esteem (4) Regular feed back to employees (5) convening family days, recreation and community facilities (6) Provide job security etc. The organizations should necessarily believe that the worker or employee is to be looked upon as a person and as asset. Hence, he should be expected to improve human effectiveness and work performance. He is required to develop and grow with the organization. The performance of business enterprise depends finally in its ability to get people to perform.
The comparative analysis of responses from management and employees respondents needs to be made to reach to certain logical conclusions. The synergic view of both categories of respondents can be found to the statement ‘Ascertain the overall experience of employees’. Both of them are of the opinion that the practice of this statement did not yield any significant improvement even after the implementation of TQM in the company. Their opinion indicates that the practice of this statements yielded highly positive improvement after undertaking TQM activity in the organization. But for the other statements there are mixed and varying responses. Comparing the overall weighted scores of all the statements put together there has been a positive improvement in both management and employee respondent categories. The inter category responses are almost same with managers holding higher positive response compared to that of employee respondents.

In conclusion we can attribute that both managers and employee respondents are common in their views on the positive implementation of quality of work life in the TQM environment. It is therefore suggested that the sample organization, may continue its present practice of quality of work life. It is also suggested that the company may take certain necessary steps to overcome insignificant areas as mentioned by the respondents.

5. EMPLOYEE INVOLVEMENT AND DEVELOPMENT

Employee involvement is one of the most important management sub-systems of TQM. Employee involvement prior to the implementation of TQM in organizations was considered primarily as suggestion plan approach. But after the advent of TQM the employee involvement is being considered to be within and between all levels and functions and further considered to be a way of life, with ongoing education and multiple
skill training. The employee involvement and development concept is also called Total Employee Involvement and it encompasses several aspects such as (1) Empowerment (2) Quality Circles (3) Suggestion Schemes (4) Rewards (5) Education. The overall perceptions of both the category respondents indicate that the parameter "Employee Involvement and Development Scheme" is significantly being practiced in the TQM environment as viewed by the employee respondents. Thus, the Ultra Tech Co. Ltd., should be reaping in the benefits of TQM richly as the employees at all levels are being involved totally with commitment in the organization's processes.

6. SOCIAL RESPONSIBILITY

The social responsibility includes several ethical and value responsibilities towards suppliers, customers and other stakeholders. The concept of social responsibility refers to two types of business obligations for organizations. They are (1) The Socio-economic obligations; (2) The socio-human obligations. The concept encompasses employees towards whom the organization has a special responsibility. The organizations responsibility towards employees includes several issues such as fair wages, proper selection, training and promotion without discrimination of any nature, healthy working conditions and security measures, freedom, self-respect and self-realisation among employees. The above analysis indicates the true culture and organizational practices in highly professional corporate companies like UltraTech Co. Ltd. Hence, it can be concluded that all the corporate and professional business organizations have imbibed in their culture the responsibility towards the society they live in, including employees. The respondent company's profile has been on the same lines as a part of Birla Group of Companies, one of the most pioneering industrial and business conglomerates in India.
Slightly contradicting results were observed in the responses given by the employees of UltraTech Co. Ltd. for the same statements. Considering the mutually conflicting views it is suggested that the management of UltraTech Co. Ltd., may need to educate the employees more than earlier to make them further more aware of and appreciate the relevance and role of corporate social responsibility as a parameter to find the effectiveness of TQM implementation in UltraTech Co. Ltd.

7. SUPPLIER ALIGNMENT ACTIVITY

In total quality approach suppliers play an important role by supplying sufficient quantity of raw material at required quality levels. This is the basic activity performed by them in order to keep organization perform well in the market. The organizations follow certain quality indicators to monitor and rate their suppliers. There are many organizations in the world and in India that have successfully improved their performance due to their strategic partnership with their suppliers. It is important to study the relative strengths of supplier in appreciating and involving organization’s efforts towards quality management. All the total quality practicing organizations further need to understand that from a customer’s stand point the overriding objective for procurement is to build a supplier base that is as committed to the philosophy of total quality. Considering the observations in this regard, mentioned earlier, It is necessary for any organization to allow its suppliers understand company’s philosophy values, practices and empower them to become aware of and involve in the organisation’s cause.

The management of Ultra Tech Co. Ltd., has been collaborating very well with its suppliers. This is evident with the similar responses from both management and employee respondents. With this strategy the organization is raping in benefits of TQM
to achieve competitive advantage. There are number techniques such as Just-in-Time (JIT) that the organization is following to gain several advantages. This strategy is also been appreciated by the suppliers and is responding positively. The organization in response may also go ahead with the existing practice of supplier alignment to offer suppliers’ involvement in its day-to-day management.

8. INFORMATION AND COMMUNICATION

Communication is inextricably linked in the quality process. When top management’s vision of quality gets filtered down, the vision and the plans can be lost with both clarity and momentum. Thus, top management and other managers at all levels serve as translators and executors of organisation’s directive. Therefore, the ability to communicate is a valuable skill at all levels, from front-line supervisor to C.E.O.

The study results on the practice of parameter ‘Information and Communication’ indicate that the practice of activity statements mentioned in the corresponding tables has been significant between 95 to 99 effectiveness after implementation of TQM compared to pre-implementation of TQM in Ultra Tech. Hence, it is understood that though there are variations in the views of management and employee responses the overall result of the study indicates that there is significant improvement. Hence, the Ultra Tech Co. Ltd. may be considered effectively practicing communication activity as a part of TQM practice. The company has been regarding as excellently maintaining effective communication network among all cadres. This reduces majority of the problems related to sharing of information and communication.
9. RESOURCE MANAGEMENT

The organizations generally have to allocate various resources available with them for implementation of any programme or activity. The resources thus required may range from financial to non-financial and material to non-material. These resources may further be classified into internal and external environmental resources. Whatever the classification may be, certain amount of resources of all types should be deployed depending on their requirement to manage the activities and programmes of organisation. In the TQM environment, the availability and allocation of resources plays a vital role in improving quality in the process. The resources should basically of high quality and may be procured at an affordable price.

The need of TQM with regard to resource utilization has been a matter of concern for management. There is a clear indication to place on record that in the opinion of management respondents all the activity statements under resource management enjoyed 100% effectiveness as a component of TQM in Ultra Tech Co. Ltd. This healthy practice will have positive impact on the other activities such as optimal usage of resources, reduced cost of resources etc that would lead to higher profits and growth to achieve competitive advantage for the organization in reference.

The comparative analysis of ‘Z’ values for both the respondent categories indicate that there is a contrasting result that the employees favoured lowest score and managers preferred highest score. It is true to believe that the ultimate result of any resource management effort falls on the result areas such as cost reduction, error proofing (Pokayoke), perfect allocation of resources available with the organization. The financial
results as indicators of this phenomenon also suggest that the organization in reference is able to muster its resources properly in the TQM environment.

10. STRATEGIC PLANNING FOR QUALITY

Most of the successful companies will attribute their progress to a quality-based strategy that was developed through a formal structured approach to planning. The Commercial Nuclear Fuel Division of Westinghouse has discovered that the total quality concept must be viewed as a pervasive operating strategy for managing a business on daily basis. The pervasive role that quality plays in strategic planning can best be understood by examining the components of strategy such as Mission, Product or market scope, competitive edge, supporting policies, objectives and organization culture. Therefore, the Strategic Quality Planning constitutes a number of activities that may be concentrated upon by the organizations. For example vision, policies, goals, etc., are the basic components that strategy succeeds.

The management responses signify that all the activity statements mentioned under the respective table indicate that the Ultra Tech Co. Ltd., recognises the wide scope and role of Strategic Quality Planning is being practiced more significantly after introduction of TQM. The responses from the sample employees indicate similar responses to that of management responses. This signifies a good trend towards effective practice of TQM in the respondent organization. Hence, it is suggested that the company may continue to maintain status quo in the practice of Strategic Quality Planning as a parameter of TQM. It is further suggested that the company may go on adding few more activity statements so as to increase the effectiveness of parameter in future.
11. QUALITY ASSURANCE

Quality assurance concentrates on preventing defects to achieve zero defects or defect free work most of the times in organizations. The quality assurance encompasses several issues such as (1) New product development methods; (2) Process design and improvement; (3) Process capability; (4) Measurement and inspection; (5) Quality assessment and audit etc. It is a management system designed to give the maximum confidence that a given acceptable level of quality is being achieved consistently with minimum total expenditure. Quality assurance usually requires a continuing assessment of factors that affect the adequacy of a design or specifications for the intended applications. Quality assurance is, therefore, a management tool in an organization and it enhances effectiveness of TQM practice.

The comparative analysis of responses indicate clearly that a statement receives with highest score from management respondents could get lowest response from employee respondents. By the nature of statement it may be interpreted that managers having more knowledge than the employees in the subject of quality assurance and therefore, could respond better than employees. Therefore, it is suggested that the Ultra Tech Co. Ltd., may put in more efforts in educating its employees through training and development programmes. This will enable employees to understand and respond better on the activity of succeeding in supporting and completing quality activities and seem to be getting better at it.

12. PROCESS MANAGEMENT

Process management is the coordination and implementation of measured, streamlined, and controlled processes to continually improve organizations. This managerial function
is often cross functional as many functions at this stage cross their own departmental boundaries. Hence, requires departmental collaboration with process and indicator functions appropriately allocated.

The rationale behind process management is to ensure that the organization has business process performs various activities such as eliminate errors, Minimize delays, maximize use of assets, promote understanding etc. There are five phases of improving total quality process management, mentioned earlier. Therefore, the activities included under the parameter called ‘Process Management’ may be referred as Business Process Management for organizational performance improvement. Hence, it is highly significant to ascertain the practice of process management as a parameter to decide the relative performance effectiveness of TQM in any organization.

The comparative analysis of both tables throws light on the extent of responses between both categories of respondents. The trend in the employee responses is in the high range compared to management respondents. This trend indicates that the parameter process management is being well received and implemented at the grass root level. The observation also throws light on the practical impact of the concept over its formulation and designing. There is no condition that the management respondents should be more effective in understanding concepts and their implementation now-a-days. Hence, higher-level responses from employee respondents cannot be construed as a negative or unhealthy situation in Ultra Tech Co. Ltd., or elsewhere. In fact the organization should feel proud of its operating personnel for having highly positive view on the concept and its practice in the context of TQM.
13. 5-S CONCEPT AND WORKPLACE MANAGEMENT

To have a systematic approach to TQM, it is necessary to develop a conceptual model. Model is a sequence of steps arranged logically to guide the implementation of a process in order to achieve the ultimate quality goal. Among the step-by-step models Japanese 5-S practice is the first one. This is a part of TQMEX Model for managing quality in organizations. The observation of responses calls for immediate attention by the management on the people’s attitude towards rules and instructions. There could several reasons for successful implementation and practice of TQM in UltraTech Co. Ltd. Though the people are not following rules. It may be noticed here that the people in the company are given free hand to do their job with self-imposed rules that contribute to the company’s success.

However, the organization may concentrate to achieve further more positive results in TQM implementation by motivating people to follow rules and instructions desired by the organization. The comparative analysis suggest that both the categories of respondents gave their positive voice for management in implementing 5-S concept for overall quality improvement in Ultra Tech Co. Ltd. As the organization enjoys recognition from its managers and employees for its efforts towards quality performance, the management of Ultra Tech Co. Ltd. May think of innovating new methods and concepts in quality management and thus become pioneer in the TQM practice to stand as role model to other organizations in cement industry and else where to emulate it.

14. CUSTOMER ORIENTATION

This examines the company’s relationships with customers, its knowledge of customer requirements and of the key quality factors that drive market place competitiveness. It also examines the company’s methods to determine customer satisfaction, the current
trends, and levels of customer satisfaction and retention, and their results relative to those of competitors. In other words customer satisfaction is the successful fulfilment of customers' expectations over time, which provides strategic direction, organizational identity, and prioritised objects for the total quality firm. Sustaining customer satisfaction and producing associate delight increases market share and ultimately profitability provides directional stability for organizations during turbulent times. Considering the general profile of sample management respondents in the organization the results of survey are proved to be correct. The respondents are expected to have sufficient and wide knowledge on the customers and their expectations from the organization.

Hence, they may know the specific practice of activities to orient and retain their customers. The results also indicate that the managers in the respondent company have highly positive view on the practice of customer orientation as a parameter to understand the effectiveness of TQM implementation in Ultra Tech Co. Ltd. The overall weighted averages also indicate significant improvement in the practice of customer orientation activity under TQM environment. It is interesting to observe similar trend in the responses by the sample employee respondents. Presumably the organization concentrates heavily on the satisfaction of customers and the rest is only secondary. This understanding is out of the almost similar responses given by both management and employee respondents. It is also given to understand that unless the systems and processes are tuned towards customer orientation, it is difficult for any organization to reach to its customers successfully. Hence, we can confidently assert that the customer orientation is foremost not only to top management but also to employees in Ultra Tech Co. Ltd.
15. BUSINESS PERFORMANCE PRACTICE

Business performance management is the implementation and control of business activities in line with total quality strategies, processes, and projects. The business performance is indicated in the daily implementation of continuous business improvement in the tasks and relational activities within an organization's own scope of responsibility. The rewards of higher quality business performance are positive, substantial, and pervasive. The business performance can also be viewed in two different perspectives such as service quality and product quality.

It is absolutely true to ascertain from the study results the relevance of statements in the context of high technology cement manufacturing industry. Therefore, it is concluded that the respondent organization has been the front-runner in terms of its performance both within and outside the organization. As a part of most popular and respected business house in India the organization has been running on high professional principles, practices, ethics etc. This in turn enhances the pride, belongingness, and sense of satisfaction and identification among employees, customers and suppliers.