7.1 SUMMARY

Total Quality Management has been described as a participative management philosophy for managing an organisation to enable it to meet internal as well as external customer needs and expectations, effectively and efficiently without compromising ethical values. It is both a philosophy and attitude based on continuous improvement, employee empowerment, customer satisfaction, increase in market share and productivity. The organisations can initiate TQM with the help of benchmarking against advanced organisations, employee empowerment, teamwork, just in time practices, Kaizen, quality culture initiatives, training and development and initiating TQM characteristics into their framework.

The medium enterprises occupy a crucial position in the Indian economy in terms of their contribution to GDP, income, employment generation and export potential and fulfillment of various social objectives. But they are yet to be defined in the Indian context. For various policy purposes they are placed along with small-scale enterprises. This study considers medium enterprises with investment in plant and machinery between one crore to ten crore, excluding exemptions granted to certain type of industries. The medium enterprises show certain characteristics, which differentiates them from small and large enterprises. These enterprises are unique in respect of their organisational structure, reporting relationships, flexibility, decision-making, entrepreneurship, resources, market behavior, internal potential, ownership and innovations. They exhibit features making them free from the disadvantages of SSIs and complexities of large enterprises. With these characteristics this sector finds it easy to adopt TQM but these enterprises, many a time, finds it tough to come out of difficult situations. However, their prospects can be enhanced if they can follow the guidelines pertaining to various government policy frameworks, market research, liberal credit, R&D, affiliation with reputed institutions, technology databases,
SUMMARY, CONCLUSION AND RECOMMENDATIONS

removal of procedural hassles, foreign exposure besides health, safety and environment issues.

In most cases, medium enterprises face problems related to outdated technology, high cost of product testing equipments, productivity and training problems which affect their profit maximisation. The marketing problems faced by these enterprises is influenced by foreign trade regulations, reductions in import duties, phasing out of quantitative restrictions, trade promotions policies, and application of labour standards by western countries. The other problems faced by these enterprises include: industrial sickness, shortage of power in certain parts of country, difficulty in retaining skilled manpower, lack of information and problems related to competition.

But inspite of these problems, medium enterprises have unique size and flexibility along with other features to create prospects. Government of India encourages in the process of quality standard adoption with incentives. Also, there are various TQM award models, which medium enterprises can choose and adopt according to their suitability and need.

DATA SUMMARY

The research investigates the problems and prospects of TQM implementation in medium enterprises. The study was undertaken with variety of firms, which either has implemented or was in the process of TQM implementation. To ascertain the specific requirements, the companies included in data collection met the following essential criteria:

a) The investment in plant and machinery of these enterprises was more than one crore but less ten crore,

b) They shoed enough evidence to support that they are TQM oriented, and

c) They exibited willingness to participate.

The data was provided by 80 respondent organisations. The customer orientation data shows that medium enterprises generally concentrate more on manufacturing organisation for supply of their output because in most cases they are not the ultimate producer of the end products. However, the
SUMMARY, CONCLUSION AND RECOMMENDATIONS

Other customer categories include departments in the same enterprise, private and government organisations.

While analysing data, the Pareto charts were used to determine the factors that have the greatest order of importance in overall ranking, in a particular objective group. The bars have been rearranged to highlight the Pareto’s principles insight into distinguishing the ‘vital few’ and ‘trivial many’.

The findings in terms of TQM awareness and understanding show that the following are the main contributing factors:

Familiarity with TQM principles signifies that the respondents were aware of various principles and their meanings in terms of organisation and customer relations. This understanding lead to belief that it contributes to organisation in terms of profit maximisation, customer satisfaction winning quality awards and recognition to employees. The continuous improvement as a work culture led to awareness because, every person thinks to do something better than before ceaselessly. In an organisation, including continuous improvement in quality policy, mission and vision statements, day-to-day briefings and emphasising in seminars about quality can propagate TQM work culture. Integrating various TQM principles can lead to awareness because without integrating it into business processes and systems, it cannot be taken into day-to-day life of workforce. The management can act as a main link in propagating and placing it throughout the organisation including bottom line employees. The staff familiarity can also be ascertained through various quality publications, periodical newsletters by placing the names of employees who have shown their interest by participating in various quality activities. The staff awareness can also be propagated through adopting a quality work culture in various organisational practices. The respondents also agreed that the modification of current rules and regulations are required to facilitate TQM adoption. This may be because it demands organisation wide commitment to move from traditional mode of production or practices to some benchmarked practices. In this process, the organisation may require a lot of simulation to balance for excellent practices. During this transformation process, the modification of rules and regulations is felt by all and the organisation does
not feel any hesitation to modify it for the sake of process optimization, quality improvement, simplifications, suitability, reliability and call for commitment.

The major findings related to TQM integration suggest that customer focus is one of the way through which TQM can be integrated. Since the medium enterprises are unique in comparison to large and small scale enterprises, they can play an important role in delighting customers through quality orientation, giving value for money and after sales services, ever needed. Although these enterprises are with low budget but they can help find various customer preferences through surveys, complaints and feedback. The teamwork is another important factor for TQM integration that builds up trust, improves communication and develops independence. The top management can initiate teamwork activities in a medium enterprise by allowing diverse opinions come freely, mutual dependence and facilitating team building. The organisational structure is a very important factor for TQM integration because all the activities and decision-making are being undertaken in this structure. TQM integration demands a flat type of organisation structure. The medium enterprise suits more to TQM integration with fewer layers of management. They can inculcate positive thinking very easily with involvement and mutual effort of employees and management. The vision, mission, goals and values are intangible factors, which help integrating TQM in these enterprises. The vision statement is a statement of desired goal to be achieved in a certain time period. It creates a common focus by positive employee involvement for meeting the needs of customers. It creates imagination, dream, excitement, and demands collective organisation energy through strategy to reach excellence. The mission statement helps provide a sense of purpose, direction and priorities for developing and maintaining the quality plan; a clear statement of purpose for employees, customers and suppliers for long term interest and survival of the organisation. The findings also suggest that TQM based training is another prerequisite for integrating TQM in medium enterprises. Since, training provides necessary skills, decision-making, job management, and performance analysis and becoming highly productive; the medium enterprises need to develop effective training
SUMMARY, CONCLUSION AND RECOMMENDATIONS

and relevant curriculum with effective tools to prepare employees to shoulder more responsibility for effective improvement.

The employee empowerment was another most important factor for integrating TQM because an empowered employee contributes by better performance with his inner encouragement, thoughts and responsibility in his job. The empowerment is a positive employee oriented action, which lead to enhancement of group related results and reduction in absenteeism, turnover, and safety and law and order expenses.

The study further suggests some factors that create problems in the process of TQM implementation. In the list of significant problems, the lack of awareness and understanding about TQM occupies an important place. These problems originated because of the low level of formal education of employees, inadequate training, lack of quality improvement activities and unclear and ambiguous definitions. The problem related to difficulty in motivating others to participate in TQM activities is that people do not perform their action with responsibility and involvement. Motivation problems also originated when workers were forced to act on obsolete technologies. Lack of enforced quality standards, lack of time and ever changing quality norms due to diversified production requirements are also other reasons to affect the motivation of employees. The findings suggest that if benefits are not adequately communicated and not understood by the employees; it can also create implementation problems. It may be due to the reason that many a time management itself does not perceive benefits of TQM because of the lack of quality prioritisation, lack of confidence in TQM, lack of communication and no support from employees. The employees were not able to understand the TQM benefits because of, lack of participation, and involvement in organisation activities and because of unclear benefits. Dominance of individualism is another important problem of TQM adoption, which originated when management and supervisor think that they know more than the person actually doing because they are responsible to their heads or own the responsibility of machine performance. It can also be due to belief of a person on entitlement and lack of employee participation. Because, if employees do not involve themselves in day-to-day decision making activities, the
SUMMARY, CONCLUSION AND RECOMMENDATIONS

Supervisors and management may have dominance. Study also suggests that TQM implementation may get hampered when it ceases to be a serious issue to management. Without the commitment and involvement of management, TQM cannot be implemented, as they are responsible for initiating strategic planning, setting goals, allocating resources and allowing it to be implemented. In many enterprises, it originated due to lack of infrastructure for TQM, bureaucratic nature of management, busy schedule of managers and even lack of their commitment. The top management in many cases did not support TQM activities in the organisation because of their lack of understanding and fundamental knowledge about TQM. In mostly family owned organisations, the autocratic behavior, lack of cooperation in change processes and inconsistent mindset were other reasons for a lack of top management support. Difficulty in measuring the effectiveness of TQM improvement was identified as another significant problem. As most of benefits are intangible in nature, the organisation fails to quantify the improvement because of lack of measurement in key areas, inability of management to initiate, lack of improvement activities in the organisation can also contribute to failure.

The resistance to change is another important factor that adds to the problem of TQM implementation. The most of the resistance to change comes from fear of unknown and preconceived uncertainty of results of TQM adoption. These fears are results of thinking that TQM may result into loss of earning. The 'Not Invented Here' is a resistance that puts employees in a defensive posture when they find it against their work culture. In a protective labour policy, employees join and involve themselves with one or another type of trade union, which considerably harm TQM adoption. Lack of participation in decision making as a barrier originated when top management does not encourage employees to innovate. The cultural factors create resistance when the import of ideas and technology become difficult for the employees to practice. However, cultural factors cannot be changed over night and persistence with required training and motivation can help.
SUMMARY, CONCLUSION AND RECOMMENDATIONS

Other important findings suggest that the causes of poor quality in medium enterprises are the result of few non-supportive quality oriented behaviours. The discontinuity of training of TQM is an important contributor to the causes in terms of the lack of employee participation, lack of time for attending training programme, lack of management participation in training programme, and even lack of funds for running the programme. Another finding related to causes suggests that if efforts are not well rewarded, they may add to causes of poor quality in medium enterprises. Lack of reward scheme, lack of procedure for accountability, lack of performance evaluation and lack of management direction are significant problems which lead to not rewarding the efforts of employees. Another significant cause due to scrap, waste, poor initiative time and inadequate resources for quality product accounts for high cost of remedial work. The poor commitment due to certain myth on the part of managers; blaming attitude of supervisor, managers and employees; shifting of responsibilities; lack of consensus on terminologies used and lack of infrastructure for communication also adds to causes of poor quality. Many a time inadequate infrastructures in the form of lack of testing equipment, lack of awareness about existing facilities, lack of latest technologies, lack of standardized raw material and lack of safety measures also adds to causes to poor quality in medium enterprises.

The significant findings related to quality improvement measures suggest that success can be enhanced through employees' participation, increased awareness and understanding, improvement of training methodology, development of R&D, benchmarking for methods and procedure improvement, cash flow and improvement of employees' financial condition. The employees' participation can be initiated by allowing suggestions for improvement, adopting quality circle activities, allowing brain-storming actions, forming cross functional teams, job rotation for acquitting various functions and empowerment of employee commitment. Adopting a number of steps i.e. identifying best organisation practices, measuring it to decide, adopting benchmarking for quality improvement, analysing in respect of the enterprise practices and adopting it for excellence. The improvement of methods and procedures can be initiated by adopting certain management-
SUMMARY, CONCLUSION AND RECOMMENDATIONS

oriented procedures i.e., problem solving, ISO adoption, Just-In-Time, Kanban, Kaizen and 5’s. Cash flow is another important factor for quality improvement, which can be assured by liquidity, revenue generation and enhancing market share. Improvement of employee’s financial condition can also help improving quality measures. This can be enhanced through adopting promotion policy based on merit and seniority and adopting quality-linked incentives i.e., bonus and stock options.

7.2 CONCLUSION

This study is expected to contribute to TQM literature by finding potential problems and prospects of TQM implementation in medium scale enterprises. The study described characteristics of medium enterprises, which facilitate TQM adoption in comparison to small and large-scale enterprises. The various approaches and award models along with preconditions for TQM adoption have been discussed. TQM represents a philosophy rather a set of management techniques. It also embraces principles, processes, practices and procedures for customer satisfaction as an ultimate objective.

The study was conducted with the following objectives:

i) To assess the familiarity of management and employees in companies under study with TQM implementation.

ii) To identify the obstacles in the successful implementation of TQM in medium enterprises.

iii) To identify the measures for the success of TQM among medium enterprises.

iv) To identify the causes of poor quality in the organisations under study.

v) To suggest measures for the improvement of TQM implementation among medium enterprises.

The need of study was felt because medium enterprises contribute to economic development and enough resources to support TQM adoption but no study has been undertaken to find out the problems and prospects of TQM.
SUMMARY, CONCLUSION AND RECOMMENDATIONS

implementation in these enterprises. The other need that compelled the study was that, since TQM benefited various types of organisations worldwide, why not medium enterprises in India should take the benefit. The competitiveness factor also encouraged considerably undertaking the study.

Like all studies, this study has certain limitations pertaining to sample selection from medium enterprises located in Haryana, Chandigarh and Punjab. It was presumed that the respondents were well conversed with TQM principles and answered best of their knowledge. Various labour laws may have put certain hindrances in furnishing the information related to number of employees and percentage of export market.

Although the study was concentrated in the state of Haryana, Punjab and Chandigarh, but lessons learnt can be very relevant to medium enterprises located in the other parts of the country. This study may also be relevant to medium enterprises of certain developing countries as they face the same dilemma in the process of TQM adoption. This study can also be relevant to small-scale industries of India, because SSIs and medium enterprises show a lot of similarities.

The findings of the study identified following as the potential problems in implementing TQM in medium enterprises. These can help develop strategies for successful implementation.

I. Lack of awareness and understanding about TQM principles, practices and processes.

II. Difficulty in motivating others to participate in TQM activities.

III. Benefits of TQM not properly understood by management and employees.

IV. Process of TQM and its benefits not adequately communicated to hierarchy.

V. Dominance of individualism rather than collectiveness for improvement of quality.

VI. Lack of top management support and commitment for TQM implementation.

VII. Difficulty in measuring the improvement of TQM activities.

VIII. Resistance to change from employees and supervisors.
SUMMARY, CONCLUSION AND RECOMMENDATIONS

The findings of the study also identified following as the potential factors that enhance prospects of successful TQM implementation in medium enterprises:

I. Enhancing awareness and understanding about TQM through belief in contribution, familiarity with TQM principles, continuous improvement as organisational culture, staff acquaintance, integration and modification of rules and regulations.

II. Integrating TQM into organisation practices with help of customer focus; teamwork; supportive organisational structure and roles; TQM based training methodology; enhancing vision, mission, goals and values by all and employee empowerment.

III. Adopting quality improvement measures i.e. employee participation, increased awareness and understanding about TQM, benchmarking, improvement of training and development for all including management and employees, development of research and development methods and financial conditions of employees.

IV. Ensuring removal of causes of poor quality by providing adequate infrastructure; proper implementation of quality tools; proper communication to understand the message in content and spirit; removal of non-productive activities i.e. scrap and waste, rewarding the efforts in terms of awards and recognition; and ensuring periodical process based training for all.

V. Removing the potential problems of TQM implementation by spreading awareness and understanding, motivation, communicating potential benefits through handbooks, attending seminars and quality oriented speeches, emphasizing on collectivism, ensuring top management commitment in all functions and processes, adopting proper improvement measurement techniques and removing resistance to changes.
SUMMARY, CONCLUSION AND RECOMMENDATIONS

The descriptive statistics of data shows homogeneous nature. The significant findings drawn from univarivate analysis (2x2 ANOVA) show the following results.

i) The familiarity with TQM implementation principles does not differ with sector (whether public or private) and function of enterprises (i.e. manufacturing or service sector).

ii) Private and public sector medium enterprises required different types of measure for their TQM integration. However, functions of enterprises and their interaction with sector of enterprises show a significant relation. For example, a manufacturing enterprise of private sector may require same type of measure for integrating TQM as in the public sector.

iii) The obstacles in the process of TQM implementation affect all medium enterprises, irrespective of their affiliation with sector and function of enterprises.

iv) The causes of poor quality affect all medium enterprises irrespective of their sector and functions.

v) The measures for the success of TQM implementation are universal and can be implemented in any sector and function of medium enterprises.

The figure 7.1 and figure 7.2 consequently shows the summarised Cause and Effect Diagram pertaining to factors contributing to Problems and Prospects of TQM implementation in medium enterprises.
Fig. 7.1: Cause and Effect Diagram showing Potential Problems of TQM Implementation in Medium Enterprises

- Lack of Awareness
  - Low level of formal education
  - Inadequate training
  - Lack of focus on improvement
  - Unclear definitions

- Benefits not adequate by Communicated
  - Lack of quality prioritisation
  - No support from management and employees
  - Lack of confidence in TQM
  - Lack of communication

- Dominance of Individualism
  - Focusing on machine performance
  - Lack of employee participation
  - Management knowing best
  - Believe on Entitlement

- Resistance to Change
  - Fear of unknowns
  - Perceived uncertainty
  - Protective labour policies
  - Cultural factors
  - Not invented Here
  - Lack of participation in Decision making

- Lack of benefit awareness
  - Lack of top management commitment
  - Lack of infrastructure
  - Values not on focus on business process

- Lack of involvement
  - Bureaucracy
  - Lack of success stories
  - Little application of organisation theory

- Unwillingness to participate
  - Lack of success stories
  - Busy schedule

- Difficulty in motivating
  - Benefits not properly understood

- Not a issue to upper Management
  - Difficulty measuring Improvement

- Lack of top mgt Support
  - Lack of understanding in key areas
  - Inconsistent mindset
  - Unsuitable environment

- Lack of measurement activities
  - Lack of fundamental knowledge
  - Not visible supporting

- Lack of Synergy
  - Automatic Behaviour

SUMMARY, CONCLUSION AND RECOMMENDATIONS
Fig: 7.2: Cause and Effect Diagram showing summary of contributing factors to Prospects of TQM Implementation in Medium Enterprises

- TQM Awareness and understanding factors
  - Belief in TQM contribution
  - Familiarity with TQM principles
  - C.I. culture staff awareness
  - Integration of TQM principles

- TQM Integration factors
  - Customer focus
  - Teamwork
  - Supporting organization structure and roles
  - Training
  - Ensuring vision, mission goals & values
  - Employee empowerment

- TQM Integration measures
  - Employee participation
  - Increased awareness and understanding
  - Benchmarking
  - Cash flow
  - Improvement of Total Development of R&D Methods & Procedures
  - Financial conditions

- Discontinuity of Training
  - Efforts not well rewarded
  - High cost of remedial work
  - Poor communication
  - Poor implementation of Quality tools
  - Inadequate infrastructure
  - Removal of causes of poor Quality

- Lack of awareness
  - Difficulty in motivating
  - Benefits not properly understood
  - Benefits not properly communicated
  - Dominance of Individual
  - Not a serious issue
  - Measurement difficulty
  - Resistance to change
  - Lack of top mgt support
  - Removal of potential problems

- Other factors

- Prospects of TQM Implementation
  - 5 's' practices
  - Kanban
  - J.I.T.
  - Design review
  - Seminar
  - Technology adoption
8.3 RECOMMENDATIONS

Based on the summary and conclusions of the survey conducted with regard to identified problems and prospects of TQM implementation, several recommendations are developed. These recommendations as outlined below focus on enhancing the prospects of successful TQM implementation and removal of problems, if any, by medium enterprises in the process of TQM implementation.

- The medium enterprises should develop TQM into its existing culture with a smooth integration of technology and societal factors by avoiding problems of traditional management. [Here, traditional management is characterised to be based on inspection, honoring stability, conservative, dispassionate in style and behavior, poor performance in marketing and finance, distracted senior management from quality to internal operations and poor business operations].

- In the process of TQM implementation, the medium enterprises need to carefully develop the implementation plan with customized TQM programmes related to the type of firm, industry condition and general readiness for change.

- The medium enterprises must create an implementation environment to motivate and direct their employee behaviour towards cooperation, coordination and quality socialisation in all problem-solving activities. The implementation environment should also possess guiding principles and facilitate development of strategies and enable it to move from boardroom to playing field.

- Since awareness is the precondition for TQM integration, the management must be visible, and act as a role model in ensuring formal knowledge about TQM principles, improvement activities and organisation practices amongst themselves and employees.

- The medium enterprises should focus with winning vision, set of objectives, core values and mission statement towards an
excellence based quality system. Opinion leaders, people with ideas placed at key levels and stakeholder involvement can create these ideas. However, these should be percolated through hierarchy of the organisation structure.

• As quality policy of an organisation is an important statement of its commitment to quality; the medium enterprises through their leaders and employees can formulate a simple, brief, clear and believable statement and make it available to every employee to benchmark their action in conformance with standards and values with it. However, quality policy should take account of background, culture, technology, market trends and long-term management goals. To be successful, it should be directed to achieve operational, administrative and decision making autonomy; review and simplify administrative procedures; encourage a project management approach; upgrade monitoring tools; promote internal harmony; prevent frequent turnover and promote visibility of top leaders.

• For effective employee empowerment, the medium enterprises should create appropriate working conditions with challenging but achievable tasks, training, authority to manage and responsibility for results. This will facilitate employees to be personally identified with their work.

• The medium enterprises must focus on development of soft skills of their personnel to facilitate multiskilling, teamwork, and rationalisation of work to effectively manage the TQM implementation through efficient human resources for high productivity. The soft skills may be related to leadership, communication, culture, interpersonal relations, problem solving and networking.

• The medium enterprises should focus on empowering employees with appropriate environment to make decisions in the best interest of the organisation. To facilitate empowerment, employees should be given appropriate tools, training for quality
SUMMARY, CONCLUSION AND RECOMMENDATIONS

improvement and encouragement for new ideas by management.

- Since top management influences TQM practices by providing required infrastructure, integrating functions and positively affecting employee empowerment; they should be well versed with humanitarian skills, practice philosophies based on wondering around, act as champions of change and role model in embracing TQM, peruse long term goals and act as transformational leader for excellence of their enterprise.

- The management in medium enterprises should develop innovation and entrepreneurship skills to commercialise their ideas to full potential. This will facilitate TQM adoption consistently and in turn helps bringing business prosperity and economic growth.

- The philosophy of quality improvement support the view that like every organisation, medium enterprises can improve their weak areas with the help of adopting employee empowerment, training and development, quality culture, benchmarking, JIT, 5'S', Kanban and Kaizen as quality improvement tools.

- The management in medium enterprises should show commitment and realisation that the results from TQM implementation take time to frutify as TQM embraces philosophy, principles, processes, practices and procedures for providing customer satisfaction as well as achieving business improvement.

- As the TQM based training helps management and employees to enhance necessary knowledge and skills to improve problem solving, decision making, job management, performance analysis and becoming highly productive, the medium enterprises should focus with necessary relevant curriculum, training methodologies and tools to shoulder intended responsibilities at all levels.
SUMMARY, CONCLUSION AND RECOMMENDATIONS

• As communication across hierarchy is required to maintain the enthusiasm, motivation, understanding, ventilating feelings and opinions; the medium enterprises should design a communication system to focus with updated information about principles and constraints through regular meetings, intranets, posters, memo to employees, notice board, suggestion boxes, feedback surveys, quality quiz, Kanban cards and logo shirts.

• During implementation phase, the medium enterprises should use, ‘quick wins’ to resolve the difficult issues with sustained commitment.

• The medium enterprises should be proactive with the formal communication plan in acknowledging the needs and criticality of change process enforced either by change in market conditions, economic fluctuations or employee and management turnover.

• The medium enterprises should focus on developing cooperative relationship with their benchmarked suppliers to improve the quality of incoming materials by assisting in implementing quality certification to its suppliers.

• For a better prospect medium enterprise need to support benchmark and inculcate positive training methodology by developing significant hours per year to formal training and education pertaining to TQM concepts, principles, tools and the way to use it in their day to day life. This will facilitate incremental change to manage customer preferences, technology and processes.

• While benchmarking the operations, the medium enterprise should take care by setting realistic estimation about quality improvement with other organisations in similar settings.

• The medium enterprises should ensure cooperation among equals through mutually supportive roles to work and learn because cooperation is the core of TQM organisations.
SUMMARY, CONCLUSION AND RECOMMENDATIONS

- The medium enterprises need to identify themselves with relevant quality award models for identifying the gap in performance and work culture with respect to these models. This gap analysis can also spread awareness about quality practices.

- The medium enterprises can use benchmarking as a competitive tool on a continuous basis to accomplish organisation objectives related with increasing their performance and customer service.

- The medium enterprises should develop quality and productivity linked group incentives as reward and recognition for efforts and not just for goal attainment to facilitate quality work culture.

- To facilitate incremental TQM environment, the management and supervisors should believe in importance of specialisation of work process and concentrate on workers suggestions as sources of information within their project assignment.

- As the increasing competition has forced worldwide organisations to make strategy towards customer retention, market share gain and ensuring growth to meet market requirement, the medium enterprise should make their quality policy, vision and mission statements to seek fulfillment of expected and anticipated customer needs.

- As the continuous improvement is a proper mechanism to gradual, incremental and breakthrough improvements, the medium enterprises should adopt it as an innovative strategy through strategy development, ideation, evaluation and implementation. It can be pursued through persuasion, motivation directions and involvement. A nine-step model can also be helpful.

- The medium enterprise should also adopt some market-oriented strategies to improve their financial condition. These may include developing the policy and innovative financial frame works to reduce the administrative costs with the help of cluster...
SUMMARY, CONCLUSION AND RECOMMENDATIONS

approach and supportive financial institutions to evaluate their credit worthiness.

- As an important element to facilitate TQM implementation, the customer loyalty can be enhanced through increasing the quality of service provided, conducting in-depth study on future needs, fostering interactions involving in decision making and conducting an impact analysis on the information provided to increase overall timeliness, quality and effectiveness.

- Since the alignment of organisation culture is the precondition for TQM implementation, the medium enterprises can develop with existing resources and frameworks by emphasising on intra and interpersonal cooperation, positive interaction using statistical tools, providing continuous improvement practices, customer awareness, employee empowerment and commitment.

- Since supportive organisational structure has a significant impact on the success of different TQM principles, the medium enterprises should strive for flat type of organisation chart to facilitate employees to interact and make decision at any time provided.

- The medium enterprises should dispel the following myths related to TQM implementation:
  1. Requirements of extra and heavy liability.
  2. Takes too much time in comparison to real work.
  4. Quality prioritisation.
  5. Necessity of external consultant.
  6. Everyone should be trained with TQM extensively.
  7. Superordinate goals prevent the TQM success.
  8. Top management may get comfort after implementing TQM.
SUMMARY, CONCLUSION AND RECOMMENDATIONS

- In the process of TQM adoption, the medium enterprises should not expect immediate profitability and major changes with marketing results, at least in the short run. The expectation should be realistic and achievable with relative TQM concepts and methods.

- In the process of managing for suitable work culture; the medium enterprises need to inject the ideas of managing required changes into the organisational system. It will smoothen the TQM efforts.

- The medium enterprises should educate, motivate and ask for cooperation from their employees to understand and feel that their performance and cooperation had an impact on customer satisfaction.

- The ownership in medium enterprises should go beyond traditional family norms and practices to become more visible, participative, in spirit. Wherein he can also monitor progress based in self-assessment specialised and ready to accept training and development in related areas.

- The medium enterprises should focus on continuous improvement, ensure consistency and higher quality. They should not consider that the implementing TQM is the end of their quality journey.

- The medium enterprises can create a new quality position by appointing a nodal officer to look after and monitor the progress in respect of mission, vision, and quality policy implementation in spirit. Wherein, he can also monitor progress based in self-assessment model.