

CHAPTER 5: SUMMARY, RECOMMENDATIONS AND CONCLUSION

In this chapter, the overview of the study and a summary of the research results are presented. An attempt will be made to identify areas for improvement and make recommendations for future study. The implications and limitations of the study have are also discussed.

5.1 Summary and Conclusions

Productivity management is also an excellent way to evaluate a firm's or a country's ability to provide an improving standard of living for its people. Only through increase in productivity can the living standard of living improve. Moreover, only through increases in productivity can labor, capital, and management receive additional payments. The productivity challenge is difficult. A country cannot be a world-class competitor with second-class inputs. Poorly educated labor input, inadequate capital inputs, and dated technologies are second-class inputs. Low - quality, second-class inputs must be changed to high-quality, first-class inputs. High productivity and high-quality outputs require high-quality inputs.

The fluid and fast-changing global economy requires new management skills to plan, coordinate, communicate and compete in more innovative information-centered markets with new technologies. The PM of Malaysia continuously calls all Malaysians to upgrade their skills in preparation for the challenges of the future, emphasizing that workers must realize that only through the improvement of skills could they upgrade their productivity as well as their income.

This study attempts to investigate the relationship between quality and productivity. In line with the primary objective, the study seeks to examine various aspects of TQM and productivity. The study discovered several interesting findings, which have several implications and would undoubtedly be beneficial to manufacturers. Generally, it was found that there was a perception of increased benefits of ISO9000 implementation in the areas of customer focus, quality improvement and competitiveness. All of this meant that those directly participating in the ISO9000 implementation program are aware of the importance and efforts undertaken by management in implementing the program in the organization and have contributed significance towards its success.

Further, this study shows a thorough understanding of TQM concept, including the underlying philosophy and rationale for their introduction as well as the essence of each of the concept. All of this can be deemed to have had a significant impact and had ensured the correct practice of the concepts of Quality Improvement Program.

The study found that majority (more than 90 per cent) of the respondents did not perceived that ISO9000 is a cost reduction program. This might imply that manufacturers generally consider ISO9000 certificate is a cost burden program. That is probably the high initial investment cost for the implementation and subsequence maintenance cost would not justify the future and long return.

As a conclusion, the findings indicated that the quality and productivity not necessary go parallel. Apparently, the ISO9000 implementation has increased input resources and input activity significantly. Yet it may not be too soon to see any significant productivity improvements in any organizations that have adopted ISO9000 in a short period.

5.2 Suggestions for Additional Research

It is recommended that similar case study be conducted since it is an exploratory research which is conducted with the expectation that subsequent research will be required to provide conclusive evidence. The future study should be initiated to include a larger sample population and extended to other field such as service line.

The productivity level should be measured against other various TQM aspects / variable such as cultural difference, processes, management, industries, joint venture with long establishment parent company from abroad and previous experience in quality improvement program. Comparison studies of different industries can be carried out.

This study did not cater for interview with those quality improvement implementers' point of view of ISO9000 and it would have been interesting to determine their perception to view the context of overall development of their ISO9000 project.