CHAPTER 5 : CONCLUSION AND RECOMMENDATIONS

5.1 SUMMARY OF THE RESEARCH

From Chapter 4, firstly, from the 'demographic profile of the respondents', it is clearly shown that female employees responded more to the questionnaire. Majority of respondents were from 'Lecturer' group and staff from Matriculation Centre were more willingly to take part in the survey as compared to other departments.

Secondly, 'Cross Tabulation' section further analyses that majority of lecturers, who responded, have been working for six to ten years in IIUM; and more loyal staff are from Kulliyyah of Islamic Revealed Knowledge and Human Sciences (IRKHS). This is based on the results of; two respondents who said that they have been working for more than twenty years were from this Kulliyyah; sixteen respondents in this Kulliyyah also reported that they have worked for six to ten years while the other eleven stressed hat they have been there for about eleven to twenty years.

Thirdly, referring to 'Comparison of Means' section, all means are calculated to be above 4 point, which is more than the neutral point (4), which signifies a good condition. But, there is only one variable, 'performance', which portrays some problems since the calculated mean is 3.88 which is slightly below the neutral point – 4. In relation to this, the variables affected performance (from Stepwise results) are; sponsorship 1, internal support 2, commitment 1 and 2, diffusion 2, reward allocation 2, congruence 2 and stability of environment and technology 1. Moreover, all these variables are positively and significantly correlated with 'performance' as shown by results of Pearson Product-moment Correlation. Therefore, 'performance' could increase if all the above mentioned variables are going to be increased. However, IIUM must aware that among these variables, there are a few variables which will
give a contradict result to 'performance'. They are variables, which are negatively related to 'performance'; sensing and calibration 1, sponsorship 2, internal support 1, level of change target 1, congruence 1, socialization 1 and level of change target 2. The increase of these variables will deteriorate the value of 'performance'.

Next, 'T-test' analysis shows that only statement 39 (Q39: Development of new products and services) did male and female differ in contribution their perception in the questionnaire. The other statements show no significant difference between the response of male and female.

'ANOVA' analysis further shows that there are no significant differences between group means among the demographic variables, which means respondents from all positions, departments and tenure gave no difference in their perception towards all the statements included in the questionnaire.

Lastly, when referring to the results on Stepwise Regression Analysis (testing on hypotheses), the results show that all hypotheses are substantiated, due to the significant coefficients calculated, which means that all dependent variables (knowledge, performance, preferences, normative consensus and value consensus) are significantly related to the statements regarding 'Organization Characteristics', 'Intervention Characteristics' and 'Institutionalization Processes'. The results also conclude that the four most important dimensions affecting the degree to which change programmes are institutionalized are as listed below:

5.1.1 Diffusion

According to Weeks, Helms and Ettkin (1995, pp. 43-49), for total quality management to increase the probability of success, the concept must be accepted and driven by the managers who are
responsible for its implementation. If top management does not provide support or provides only weak support, the process is likely to fail.

They further stressed that the assessment of an organization's readiness for quality management must begin with top management attitudes. Top management must be willing to put as much energy and time into the quality management process as will be needed to make it succeed. Likewise, employees must have input into the design and implementation of the quality management process. Within an organization, key groups must be formed to determine the organization's approach to quality management. These core groups will develop the foundation on which successful quality initiative can be built. That is when the diffusion is said to be reached, where a wide organizational accepts the new ways of working which complement the organizational values and norms.

Scarnati and Scarnati (2002, pp. 110-119), when discussing benchmarking defining parameters for improvement, stressed that all of these things must be a collaborative effort involving all levels of organizational structure.

The concept of people's acceptance was also agreed by others. Juran (1986), who along with Deming is credited with part of the success of Japanese companies, also stated that an understanding of the human situations associated with the job would go far to solve the technical problems. According to Tamimi and Sebastianelli (1998), 48 percent of the identified barriers to quality management were caused by people.
5.1.2 Commitment

As expressed by Scarnati and Scarnati (2002, pp. 110-119), commitment from the top is an essential ingredient for success. So important that Dr. W. Edwards Deming would not talk about quality concepts with a company unless he first had firm assurance from the highest person in the organization

Bell (1997) suggested that the critical ingredient in any mobilization of change is always a serious commitment by a few people who are convinced that by making some change they will be better able to take care of the concerns of others. Those few then show the opportunity to others.

Thiagarajan and Zairi (1997a, pp. 270-286) also agreed that top management commitment to the quality process and their leadership in fostering an environment where quality is a way of life sets the foundation for the implementation of quality management in an organization.

They argued further that one of the precepts of quality management is employees' greater involvement and commitment to the process and its goal. It is through the actions and behaviour of the management that employees identify with the goals of the company and extend their commitment towards its success.

The Prime Minister of Malaysia, Dato' Seri Dr. Mahathir Mohamad at the 20th World Management Congress, Kuala Lumpur (Mohamad, 1985), stated that the most highly desired leadership and managerial quality for the task in hand is perhaps the will to lead and succeed, the deep abiding commitment to excellence; the persistence and patience needed to steer and persevere in the management of programmes for increasing productivity while
remaining dedicated to quality. He also stated that the commitment to excellent must be a national consensus, a collective commitment to a common purpose, and there was no short cut on the road to excellence.

5.1.3 Socialization
According to Thiagarajan and Zairi (1997a, pp. 270-286), introducing new systems such as QCC when people do not have the fundamental skills to work in a new system is a prescription for disaster. There should be no doubt that for QCC to succeed, the entire workforce must acquire new knowledge, skills and abilities. Training and education based on total quality must be planned and provided if this is to be realized. Training strategy should be addressed early alongside other strategies within the quality policy. Thiagarajan and Zairi also argued that training is the single most important factor in improving quality once the necessary commitment has been assured.

The importance of training and education is also echoed by other quality gurus. Ishikawa says ‘Quality begins and ends with training’. Crosby (1989) and Juran (1986) also emphasized the need for organization-wide education and quality awareness programmes. Socialization can be inter-related to continuous learning.

5.1.4 Congruence
The article wrote by Lo (1997, pp. 336-343) on Power Conversion Asia Pacific (PCAP) best explained the concept on congruence in the quality process.
PCAP's experience in promoting quality shows that having the right company culture that reflects the new quality philosophy is the key to successful quality management.

The success of quality management relies on the participation of all employees. Lo stated that if the quality management activities are incompatible with the company culture, implementation will be difficult. Hence the management team has to change the company culture, to enable employees to contribute to the quality management programme and to provide an environment where involvement in problem solving as well as decision making is the norm. Any group norm contradicting this principle should be changed.

Other dimensions also play certain parts in the results, but the contribution is not so significant as compared to the three mentioned above. Meaning that all the independent variables contribute a certain percentage in influencing indicators of institutionalization and also divisional performance.

5.2 RECOMMENDATIONS FOR INTERVENTION

In order for IIUM to institutionalize the QCC programme, Cummings and Worley's (1997) intervention methods could be a fantastic idea:

5.2.1 Human Process Intervention

It focuses on people within IIUM and the processes through which employees accomplish organizational goals. These processes include communication, problem solving, group decision making and leadership. Practitioners applying these interventions generally value human fulfillment and expect that organizational effectiveness
follows from improved functioning of people and organizational processes. The following interventions are recommended for IIUM:

- **T-group.** It is designed to provide members with experiential learning about group dynamics, leadership, and interpersonal relations. Consists of about ten to fifteen strangers who meet with a professional trainer to examine the social dynamic that emerge from their interactions. Employees will learn about their own behaviour from others.

- **Process consultation.** It focuses on interpersonal relations and social dynamics occurring in work groups by involving a process consultant to help employees in dealing with process problems. This will enable employees to gain the skills to solve problems themselves.

- **Team building.** It is concerned with helping work groups to become more effective in accomplishing tasks. Even though IIUM has already implemented this intervention, it should increase the usage of it to achieve more desirable results.

- **Organization confrontation meeting.** It is intended to mobilize employees to identify problems, to set action targets and to begin working on problems

- **Inter-group relations.** They are designed to improve interactions between different groups or departments in IIUM. IIUM has already implemented this intervention by organizing Islamic Orientation Programme (IOP). This programme has met the objectives and IIUM should continue it further and make some improvement for better results.

### 5.2.2 Technostructural Interventions

It is focusing on the technology (for example; task methods and job design) and structure (for example; division of labour and hierarchy) of organizations. The interventions that suit IIUM are;
• **Employee Involvement.** It is aimed at improving employee well-being and organizational effectiveness. It generally attempts to move knowledge, power, information and rewards downward in the organization. This will generate higher diffusion level in IIUM.

• **Work design.** It is concerned with designing work for work groups and individual jobs. It will enrich jobs that provide employees with greater task variety, autonomy and feedback about results; and self-managing teams that can govern their own task behaviours with limited external control.

**5.2.3 Human Resource Management Interventions**

It focuses on personnel practices used to integrate people into organizations. Suggested interventions for IIUM are;

• **Goal setting.** It involves setting clear and challenging goals. It attempts to improve organization effectiveness by establishing a better fit between personal and organizational objectives.

• **Performance appraisal.** It is a process of assessing work-related achievements, strengths and weaknesses. It is the primary human resource management intervention for providing performance feedback to individuals and work groups. Performance appraisal represents an important link between goal setting and reward systems.

• **Reward systems.** It involves the design of organizational rewards to improve employee satisfaction and performance. It includes innovative approaches to pay, promotions and fringe benefits. Since the pay is governed by the Government of Malaysia, IIUM does not have a voice in it. However, IIUM can have a better approach on promotions and fringe benefits.

• **Career planning and development.** It helps people to choose organizations and career paths and to attain career objectives.
It generally focuses on managers and professional staff and is seen as a way of improving their quality of work life. It can be generated by creating more opportunities for IIUM employees to go on training and further studies.

5.2.4 Strategic Interventions

It links the internal functioning of the organization to the larger environment and transform the organization to keep pace with changing conditions. Suggested interventions are;

- **Culture Change.** It is aimed at helping IIUM to develop cultures (behaviours, values, beliefs and norms) appropriate to their strategies and environments. It focuses on developing a strong organization culture to keep organization members pulling in the same direction as what QCC is all about.

- **Organization learning.** It involves a process where IIUM inquires into the way it operates to uncover the patterns in its actions, the assumptions underlying those patterns, and the alteration of those patterns. Distinct from individual learning, this intervention helps the organization to move beyond solving existing problems and to gain the capability to improve continuously. An organization that engages in learning over a sustained period of time creates a learning organization.

All interventions mentioned above are intended to help IIUM to improve its performance and effectiveness. They will also help in dealing to improve all dependent variables discussed in Chapter 4, especially on 'performance', which has the lowest mean and considered to be a critical success factor. All interventions above will generally increase the level of performance of employees in IIUM by providing more understanding towards the definition, goals, strategy and benefits of QCC.
Lastly, as a summary, in order for the change process to work in an organization and in particular, IIUM, the following must happen:

- People must clearly understand what business the organization is in and who the customer is. A clear definition of purpose is required.
- New performance requirements must be clearly stated and understood by the employees who are expected to change their behaviours and the way they conduct business.
- As change takes place 'new rules of the game' must be developed. Roles and responsibilities must be up-dated to reflect new performance demands, and the performance management system must be strengthened to meet the needs for continuous personal and organizational performance. The behaviours, values and expectations of the new workplace must be clearly defined.
- The organization must have a constant supply of timely and useful information that enables customer-focused and cost-effective decision-making to take place at all levels on a daily basis.
- Core processes must be aligned with organizational goals and continually improved.
- Leaders and employees must have the requisite skills in leadership, creativity, problem solving, continuous improvement, team effectiveness and customer service.
- The organization's culture must be reshaped in ways that motivate all employees to care for the business as if it were their own.

If all of the factors mentioned above are clearly looked at and studied by IIUM, the institutionalization of QCC could be an effective and successful way in IIUM's journey to conquer the improvement in quality and the journey in achieving 'Integration', 'Islamization', 'Internationalization' and 'Comprehensive Excellence' (IIUM's mission).
5.3 LIMITATIONS OF THE RESEARCH

The study is focusing on Petaling Jaya and Gombak campuses, while Kuantan campus is not included. Therefore, the findings and recommended strategic interventions are thus confined to these two campuses only.

The employees, especially from Petaling Jaya Campus, basically are not quite informed about the status of the 'Quality Culture Change', therefore, the findings are limited to what the employees are aware of. That is, some of the questions were not really answered correctly due to the lacking of information or status by the organizer of this programme. Due to this fact, a response bias may occur. A response bias means respondents tend to answer in a certain direction, i.e., when they consciously or unconsciously misrepresent the truth.

Another limitation is on the sample size design. This research is using the random sampling design. Therefore, there is a chance of the occurrence of random sampling error. It is caused by chance variation that results in a sample that is not absolutely representative of the target population.

5.4 RECOMMENDATION FOR FUTURE RESEARCH

The research should be repeated with other institutions, can be either public or private. Very likely inter-company differences will significantly affect the results. This can be related to benchmarking process. As defined by Weller (1996, p. 24), benchmarking is a powerful vehicle for quality improvement and a paradigm for effectively managing the transformation of ordinary schools into schools of quality. In addition, the complexity of the issues would benefit greatly from larger sample size able to support multivariate statistical techniques.
Further studies should look at other constructs related to the quality management implementation process, including degree of change involved, the level of employee participation and communication among different campuses involved. Other important variables addressing job changes – such as future job security and organizational support for the employee should be added to the conceptual framework underlying this study. Finally, future studies should address certain other variable characteristics of the quality management project such as the degree of organizational change involved; the presence of external change agents, for example, benchmarking organizations; and the competitive position of the organization immediately before the quality management programme. These desirable improvements and extensions to this research do not in any way diminish its contribution as the first attempt to test and analyze the management issues surrounding the quality change management programme implementation.