

CHAPTER 6

The Future of TQM In Harris Malaysia

6.1 TQM's future in Harris Malaysia

Harris Malaysia has made a number of advances in the development of TQM but it still has some way to go before it achieves its vision "to be a world class semiconductor assembly and test facility." Over the last five years through TQM activities and programmes, Harris Malaysia has striven to change the attitude, culture and working practice, in order to provide a better service to customers and a more rewarding environment for staff, while achieving productivity and cost reductions. As a result, according to Mr Stephen Nah, the management will give all their supports to ensure the continuity implementation of TQM in Harris Malaysia.

In the next coming years, in order to maintain continuous improvement and maximize involvement, Harris Malaysia will put emphasis on increasing of productivity, investment in state of art technology and development of human resources.

To increase the productivity level of the employees, Harris Malaysia will continue its effort to upgrade the skills level of its employees. Hence, the training hour per employee per year will be increased from 30 hours to 50 hours per employee per year.

Besides that, Harris Malaysia has also implemented two major programmes to increase the productivity of its employees. The two programmes were Total Productive Maintenance (TPM) and the introduction of Quality Predictive Maintenance.

Harris Malaysia will invest in buying equipments with the latest state of art technology. The company will invest about US\$10 millions to upgrade its mount and bound equipments. This is to improve the thru-put by 10% and to improve the yield to

99.95%. The company will also have another post mould test and pack equipments which combined six operations into one operation. It will cost the company US\$1.5 millions but it will reduce the cost of operations by millions of US dollars in the long run .

6.2 Conclusion

Harris Malaysia approach to TQM is a comprehensive example of the involvement of people in a high-tech production environment. The programme is actively led by management and has delivered significant improvement to the customer satisfaction, employee involvement and continuous improvement in the whole company. This in turn has improved the overall effectiveness and efficiency of Harris Malaysia business.

Besides that, there are a number of reasons why Harris Malaysia's TQM initiatives have been successful. However, three reasons that stand out are first, the visible commitment and leadership of the senior management. They have been prepared to invest their time and resources in thinking through some of the crucial issues involved with TQM and then steering them through the organization. Second, the establishment of an appropriate and robust infrastructure to support the improvement process. Third, the skills and abilities of the staff at all levels in the organization which has contributed a lot to the successful implementation of TQM in Harris Malaysia.