

CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

The TQM issue is not a easy task and organisation must learn how to implement and sustain the quality improvement.

The objective of this study are:

- The ingredients for successful implementation of ISO 9000 and total quality management system. Top management commitment is of utmost important to drive and manage changes arising from system implementation.
- TQM is a management philosophy that emphasises excellence in all aspects of a company's operations including recruitment, performance appraisal, reward systems, leadership, participative management, open communications and keeping track of market share.
- Effective practices of ISO 9002 and TQM via cultural change allows continuous improvement. It needs a lot of efforts and time to change the attitude of all the employees to implemented a new working practices.

ISO 9000 quality system is like a wedge that prevents quality from sliding down. TQM brings a

company to the next level of quality. Total Quality Management is part of a holistic approach to progress. The journey towards is long and it needs strategy, patience, persistence and energy distribution in the correct and proper manner.

Recommendations For the Company

While the Company achieved ISO 9002 Certificates in 1991, there are still challenges to be met to fulfil the quality organisation with quality culture and value system in TQM philosophy.

- 1 The need for total quality management must be clearly identified in order to mobilise the people for change.
- 2 Every departments and divisions within the Company (not just manufacturing and related areas) including marketing, purchasing, human resource, finance, and sales must commit to it and must be able to measure quality cost and strive for continuous improvement.
- 3 The process of improvement must be able to sustain over time. Strategies make must be within organisation constrains, culture and etc.
- 4 Creating a total quality company culture is one of the biggest challenges of a total quality management programme. The Company survival may depend on how it adapts its culture to a rapidly changing business environment and to the new demands of its customers.

- 5 Implementing the total quality management strategy requires excellent management discipline and commitment and as with any other discipline, the true value of TQM as a long term management strategy in initiating continuous improvement depends on how intelligently they are applied. Demonstrating management commitment to quality by deeds is critical to influence expectant employee behaviour and to establishing effective TQM.
- 6 The TQM techniques and tools must be used as a guide for managers and not as a prescription for rote behaviour. Only when it is used in a way as to promote a fast's long lasting solution will it be successful as a tool to management. If it is used blindly and allowed to hinder management decision and solution, it will fail in the long run.
- 7 Language and medium of TQM instruction are important considerations given our multilingual workforce.
- 8 Quantitative surveys are useful to help measure the organisation's progress to change towards total quality management.

When the above factors are taken into consideration, total quality management as a whole, will be an effective management strategy for achieving long term continuous improvement.

In order for the Company to sustain and success in achieving continuous improvement, the management must "walks the talk" means that in the daily work quality concepts that have learned is being used to achieving of award such as Management Quality Award by the Ministry of Prime Minister. Customers' and employees' view must be assessed and tied to the company's key internal processes for improvement. Finally, total quality management is not a quick-fix solution to problems but total quality essentially involves attention to process, commitment to the customer, involvement of employees, and benchmarking of best practices.

6.3

Suggestions For Future Studies

This paper stops at the actual implementation stages, the cost and time incurred, benefits and problems expected and encountered.

A meaningful follow-up study on this project is to monitor and evaluate the results achieved at various stages of implementation.