Institutionalization of Quality Management Practices (QMPs): A Case Study of a Sri Lankan Entity

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ABSTRACT

The main purpose of this study was to explore how can Quality Management Practices (QMPs) be institutionalized as a successful strategic performance improvement initiative in a manufacturing organization located in Sri Lanka. Institutional Theory was incorporated as a theoretical lens to make sense of institutionalization process of the organization. Institutionalization Framework of Tolbert and Zucker (1996) which takes into the account the pre-institutionalization, semi-institutionalization and full institutionalization stages of QMPs implementation within the case organization. The study adopted the single-site case study method under the qualitative methodology. Data has been mainly collected through interviews and documentary review. The findings of this study illustrated that implementation of QMPs in the case organization is successful, because quality management has become an institutionalized practice within the case organization. It was further evident that, institutionalization of QMPs is complete when they are both accepted and taken-for-granted as part of the way people feel and think and the way they usually do things. As a result of institutionalization, QMPs are coherently fitted with the main organizational strategy and they have become an integrated QMPs for the entire organization, without remained as isolated quality practices which are narrowly termed as quality tools and techniques.

Keywords: Quality Management Practices; Institutionalization; Habitualization; Objectification; Sedimentation; case study

INTRODUCTION

Background of the Study

Quality is a concept, which is determined to be the ability to deliver excellence to all interested parties (Karapetrovic, 1999). The last two decades of the twentieth century have witnessed an evolution and maturity of quality management practices (QMPs), especially in the industrialized world. It is revealed that the entities will not be able to achieve competitive success, if quality conscious environment and culture is not encouraged and continued by the entities. There is an avalanche of publications stressing the importance of quality management (QM) to entities' long term success (Khanna, Sharma, & Laroiya, 2011). The vast literature on quality management(QM), not only in the western countries, but also in a host of countries around the globe, has stressed that success of the implementation of QMPs depends on several soft factors and hard factors such as leadership, employee commitment, systems, tools and techniques (Feng, Terziovski, & Samson, 2008). Analysing this bulk of articles, it was further identified that number of studies have explored the evidence in improving organizational performance and also how to achieve sustainable competitive advantage for organizations. Not only that, QM philosophy was also used at improving the quality of products and processes continuously to achieve customer satisfaction (Jones & Ryan, 2002).

Therefore, regardless of the nature of the industry and type of product or service, organizations in the world adhere to different principles and guidelines of Total Quality Management (TQM), which are introduced by scholars, professional bodies and governing institutions by representing different fields.

It is the responsibility of top management of the organizations to assess what benefits the firm could derive after implementing QMPs. It is proven by the literature that, locally and globally there are evidence for QMPs failures due to unproductive implementation. As a solution for this issue the policy makers of organizations should ensure whether there is a strategic fit between QMPs and organizational culture. The aforementioned strategic fit facilitates organizations for institutionalizing the QMPs within their organizational contexts (Porter, 1996). If QMPs are institutionalized, then they will ensure a successful implementation of QMPs. The study of Asif, Bruijn, Douglas, and Fisscher (2009) suggested that QMPs are institutionalized, when it is formally and philosophically embedded into the structure and functioning of the organization.

According to the scholars who have studied on QMPs in the operations management discipline, it is revealed that, institutionalization is a process whereby a QMPs become an integral and sustainable part of an organization. According to Garvin (1986) he infers that, QMPs are to be implemented as strategic performance improvement initiative is essential and there should be a healthy relationship between organizational strategy QMPs. However, Asif et al. (2009) says that academics and practitioners in the operations management (OM) field have developed models for QM implementation by neglecting the process of institutionalization of QMPs. Therefore, institutionalization of QMPs can be identified as a critical issue in modern management practices.

When considering organizations and their QMPs implementations, there are number of ISO certified, quality awarded local and multinational companies in Sri Lanka. They are significant as they deal with numerous quality considerations. More specifically, the case organization covers by this study, draws evidences on how does it enjoy the success of QMPs through the institutionalization of QMPs. The case organization is a subsidiary entity which operates in Sri Lanka, (identity of the organization is not revealed for confidentiality purpose and from here onwards it is known as Gamma Lanka) and it is being controlled by the parent company (identity of the organization is not revealed for confidentiality purpose and from here onwards it is known as Gamma Global which has a Canadian origin). Within this background this research focuses on how to study the successful implementation story of QMPs of Gamma Lanka by exploring the theoretical lens of institutionalization theory. Reflecting on the above fact, this study will illustrate how the process of institutionalization leads to a successful implementation of QMPs in the case organization.

Research Issue

By concluding the surveyed literature, it was apparent that even though the QM is a universally acceptable concept, there are issues when it comes to the implementation (Jang & Lin, 2008). More specifically, past literature has proven that getting certification of ISO is no longer a perfect solution to implementation issues of QMPs. Additionally, research papers focusing on core values have mentioned that QM is now at a more mature stage, where focus has shifted from tools and techniques to strategic performance improvement initiatives of QMPs (Dahlgaard, Kristensen, Kanji, Juhl, & Sohal, 1998). Therefore, they are no longer treated as tactical objectives or tools & techniques. With that understanding it is understood that, QM should not be a sub methodology to guide the management of strategic processes; it should be a meta-management to steer the whole enterprise (Voss, 1995). Accordingly, it is understood that, QMPs are strategic performance improvement initiatives of organizations rather than simple tools and techniques. According to this reasoning, it is needed to ensure that, there is a strategic fit between what quality management principles could offer and organizational strategic objectives for effective implementation. In order to create this strategic fit, the QMPs should be institutionalized.

In recent years, institutional theories have been prominent in extending the study of OM and QM in social and institutional dimensions of organizations (Moll, 2006). When QMPs are institutionalized, QMPs will become an integral and sustainable part of the organization (Zbaracki, 1998). Additionally, institutionalization will lead QMPs toward the success of the organization by creating competitive advantages which are hardly imitable by competitors.

However, research on QM literature with the aim of identifying the importance of institutionalization of QMP has been undertaken is also very less. Most of the research studies have discussed about implementation of QMPs, by ignoring the area of institutionalization (Asif et al., 2009). Despites its theoretical merits, QM implementations have failed or have been partially implemented and prior literature shows that QMPs end up in different fates in different organizational contexts in terms of success, failure, continuation and discontinuation.

In light of the above studies, there is little understanding in the current literature on how and why some QMPs are sustained and institutionalized in organizations (Yusuf et al., 2006). The exact reason for these contradictory results clearly creates a gap, for the future researchers to investigate and report in order to find a solution. In order to address the above gap, this research from a manufacturing subsidiary of a multinational entity, Gamma Lanka which has been continuing with QMPs along with ISO 9000 for over ten consecutive years, will be used as a case study.

Within this context, more specifically, this research elaborates how (QMPs) could be institutionalized as a strategic performance improvement initiative for the entire organization. Along with that it discusses how the institutionalization theory could lead QMPs towards a successful implementation with a detailed analysis of institutionalization stages. Therefore, the research issue of this dissertation is "how can QMPs be institutionalized in the organizations as a successful strategic performance improvement initiative?

Research Questions

The research questions of the study are:

1. How are QMPs formally and philosophically embedded in to the case organization?
2. How have QMPs been institutionalized as strategic performance improvement initiatives in the case organization?

Research Objectives

In line with the above research questions, the research objectives of the study are:

1. To identify the QMPs which are embedded in to the case organization in order to facilitate Institutionalization.
2. To identify the institutionalization process of QMPs as strategic performance improvement initiatives in the case organization.

Significance of the Study

This study provides empirical evidence in the area of quality management of a local (Sri Lankan) based subsidiary company which is being controlled by the foreign based parent company. According to Singh and Smith (2006) QMPs are universally beneficial to any organization. In contrast, it is also highlighted in some critique that quality management initiatives are not always successful (Singh & Nahrah, 2006). From the evidence of history, many organizations have adopted QMPs in their organizations with some changes, not just merely for the getting certification of ISO or maximizing profit but for ensuring the sustainability and

success. Hackman and Wageman (1995) has illustrated that quality management in practice is often broader in scope than that proposed by its founders. Hence, they have noted that many firms do not take a holistic approach to quality management. According to Jones and Ryan (2001) practitioners adopt and keep those practices that seem to contribute positively to the organization and discount the techniques and teachings that do not. These differences in quality management strategy mixes offer one explanation for the apparent inconsistent implementation of quality management practices across organizations.

Moreover, past research studies in both locally and internationally on exploring institutionalization process of QMPs in operations management literature are very less and most of the research studies have only discussed about implementation of QMPs, by neglecting the area of institutionalization (Asif et al., 2009). Therefore, the existing theory or knowledge is not adequate to explain this issue and specifically, it creates a theoretical gap to this study.

With the aim of unfolding and deepening the proceeding arrangements it is important to study how to identify the QMPs employed by the case organization as strategic performance improvement initiatives due to institutionalization of QMPs in Sri Lankan organizations have not been the studied in past research. In accordance with the line of reasoning, this study addresses the empirical gap in this research by deeply exploring the QMPs implementation story drawn from a Sri Lankan manufacturing organization, in which QMPs have been institutionalized successfully. Then it will be a useful addition to the current body of operation management knowledge in Sri Lanka.

It is noteworthy to state that, there is a significant gap between quality management philosophy and quality management implementation both Sri Lanka and globally. Therefore, it is obvious that something the researcher observes in the real word scenario is clearly deviated from the standard (Yapa, 2012). This reason will create a performance gap. In order to address the performance gap, this study has important practical implications as well. It provides an in-depth explanation on the detailed process of institutionalization of QMPs in the case organization. Since Sri Lanka is in her rapid development phase in her post-war period, it is important to provide learning points for practicing managers of other firms about how to institutionalized QMP in their organizations as strategic performance improvement initiative, which will facilitate the policy developers in devising policies and strategies regarding initiation, maintenance and enhancement of quality of the market offerings (Bandara, 2009). Therefore, on the economic point of view, this study is significant as it provides vital information, which is based on frame time data. Seen in this light, this research makes a contribution to the theory and practice of operations management and organizational development.

Research Site

More specifically, this study draws evidence from Gamma Lanka which operates in Sri Lanka which is being controlled by Gamma Global. The research site, Gamma Lanka is a subsidiary of a multinational company, which carries on its operations in Sri Lanka. The parent multinational company, Gamma Global is originated and established in Canada and possesses the ownership of Gamma Lanka. Gamma Global is the world's leading solid tire and track Producer Company. At present the group of company is the second largest tire manufacturer and the largest solid tire manufacturer in the world. Gamma Lanka manufactures solid and pueumatic tires, wheels, compounds and rubber tracks. Gamma Lanka has been awarded as the "most outstanding exporter of Sri Lanka" given by the National Chamber of Exports of Sri Lanka. (NCE) in 2007 and it has won the National Cleaner Production Award in 2011,2008(NCC) silver. The company provides over 5000 employment opportunities for Sri Lankan employees. Natural rubber was used as the main raw material to produce the tires. At present the company consumes a significant percentage of natural rubber production of Sri Lank since twenty-five years. At present the parent company has incorporated ten subsidiary companies with their factory among ten countries through Asia, North and South America. The group of company distributes the products more than ten countries under their logo. At present Nissan, Komatsu, CASE, John Deer and New Holland are some customers. Gamma Lanka is committed to serve its

customers by consistently delivering high quality products at competitive prices by reflecting the ideas of leadership, honesty and long term thinking of Gamma Global (Gamma Lanka Web, 2018).

Although Sri Lanka has experienced a boom in production sector in her post war period, due attention has not yet been given to the global market, which needed to be stronger economically. Since other countries already have got the benefits over Sri Lanka in the areas of labour costs, availability of raw materials, etc. Therefore, our local practitioners must find a strategy to be unique, in the market to keep up the competitive edge (Bandara, 2009). The best path for achieving this aim is applying the "philosophy of quality". When analysing all the quality initiatives the most commonly applied and widely recognized initiative is the ISO 9001:2015 standard, according to the literature and ISO survey results up to 2017. Gamma Lanka is supported by dedicated team professionals for managing quality with international expertise and local knowledge. Since it is existed in a highly competitive industry, Gamma Lanka is highly focused on its performance; it has adopted innovative quality management techniques including new technologies to enhance its performance.

Methodology of the Study

This research adopts the qualitative methodology. The case study method was chosen as the approach of the study by selecting Gamma Lanka, where the empirical study was carried out. As Yin (2011) mentions, the distinctive need for case study arises out of the desire to understand complex social phenomena. The research is conducted as a single site case study, which focuses on one case firm in order to provide in-depth, rich and detailed information of Quality management processes and practices of the case organization. A single case study is the appropriate methodology for this investigation, because this is an exploratory research and will open up a stream of future work.

In gathering data permission was obtained from Gamma Lanka. Data gathering guidelines along with an interview guide was developed encompassing requirements, measurements and type of data (Yin, 2011). The requirement of data was categorized focusing the principles of QMPs in relation to ISO 9000 and institutionalization theory.

The carefully conducted case study benefitted from having multiple sources of evidence such as documents, archival, records, interviews and direct observations. A wide range of participants was used to obtain a holistic view on the case. Based on the scope of the research, semi structured in – depth interviews were held. The interviews were carried out at both Sinhala and English language and when the answers given by the informants in Sinhala, those answers were translated into English.

Structure of the Thesis

The rest of the thesis is structured in the following manner. The chapter two broadly covers the areas of QMPs by emphasizing the importance of institutionalization. First it discusses the literature related to evolution of QMPs and then moves on to discuss the concepts related to QMPs. Thereafter benefits and limitations of QMPs are being discussed with particular emphasis on how these benefits and criticisms affect in shaping the organizational QMPs, specially focusing on different types of entities. Finally, the way QMPs have been implemented is being discussed along with a special emphasis on institutional theory in order to add a novelty from this study to the current body of knowledge.

Chapter three illustrates the theoretical framework adapted for this study and it is organized as follows. First it gives an overview of the theoretical lens used in this study, which is institutionalization theory. Then, it illustrates how Institutionalization has been incorporated in the field of management while emphasizing process of institutionalization. Next it elaborates how the institutionalization theory has been incorporated in

research related to QMPs. Finally, it shows how this theory will be used in this research study.

Chapter four illustrates the research design which the researcher has adopted for this study. First this chapter discuss the qualitative methodology, next the case study approach. Subsequently the research site (Gamma Lanka) is illustrated. Then the data collection methods, stages of data collection are elaborated. Subsequently, how the data is analysed is illustrated through the thematic analysis. Finally, the chapter depicts how the quality of the research has been ensured.

Chapter five illustrates the findings of the research. The findings of this study are presented in terms two major themes identified as implementation of QMPs and institutionalization. Accordingly, sub themes are identified as shared business principles, localization of QMPs, being customer focus, values embedded with the philosophy of quality, application of ISO 9001:2015 under major theme of implementation of QMPs. Simultaneously, habitualization, objectification and sedimentation are identified in relation to the major theme of Institutionalization in order to achieve the research objectives.

Chapter six presents a conclusion which has been grounded appropriately on the findings of this study by linking to the research objectives stated in the first chapter. Next, implications for future research are mentioned in order to provide appropriate areas of future investigation by highlighting the new areas emerged in this research. Then the practical value of the findings of this study is given under implications for managers. Thereafter, the limitations of the study are highlighted.

LITERATURE REVIEW

Introduction

This literature review chapter broadly covers the areas of QMPs by emphasizing the importance of institutionalization. First it discusses the literature related to evolution of QMPs and then moves on to discuss the concepts related to QMPs. Thereafter, benefits and limitations of QMPs are being discussed with particular emphasis on how these benefits and criticisms affect in shaping the organizational QMPs, specially focusing on different types of entities. Finally, how QMPs have been implemented by the case organization is being discussed along with a special emphasis on institutional theory in order to add a novelty from this study to the current body of knowledge.

Evolution of QMPs

Based on the empirical evidence from recent studies, it is evident that QM has been the subject of considerable research in the operations management literature due to widespread interest on QM. The contemporary business environment features advances in technology, changing operational processes and globalization pressures which have led both practitioners and academics to question the suitability and applicability of QM concepts when it comes to implementation. More specifically, Quality can be defined as "the ability to deliver excellence to all interested parties" (Karapetrovic, 1999). In the twentieth century, it has witnessed that during the last two decades, an evolution and maturity of QMPs, especially in the industrialized world have been occurred (Youssef, AI-Ghamdi, Koch, & Dolan, 2006). Similarly, Magd and Crosby (2003) researched that, time to time the terms and perspectives in the quality concept have been evolved. At the very beginning it was simply termed as quality control (QC) and then it moved from quality control (QC) to quality assurance (QA) next it moved to total quality management (TQM) and then QMP and paradigm continued to evolve as quantum quality (QQ). In a nut shell, QQ will be based on continuous learning and organizational adaptability. Creating, managing and sharing knowledge across the supply chain will be a critical success factor for this new paradigm. By considering this argument, the study of Youssef et al. (2006) have come up with a definition for QMPs as "Quality techniques and behaviours entrenched

within an organization or its sub- units under two conditions. First these techniques and behaviours are in congruent with criteria established by International Standardization Organization or they are embodied in a framework of a national or and international quality award frameworks such as those of the Malcom Baldrige National Quality Award (MBNQA) or the European Foundation of Quality Management (EFQM). Second, these techniques must help the organization or its sub-units to achieve a sustainable competitive advantage at both operational and strategic levels" (p.946).

This extended definition primarily emphasizes to achieve customer satisfaction simultaneously while addressing the financial, operational, societal and other aspects of organizational performance. Many organizations strive towards the achievement of customer satisfaction through emphasizing philosophy of quality for their products and services. And the QM literature is abounded with studies that address QMPs not only in western hemisphere but also in a host of countries around the globe (Youssef et al., 2006). According to Magd and Crosby (2003) further, have pointed out QM as a strategic competitive tool, which is vital for organizational success; quality has become an essential ingredient for maintaining the competitive position of an organization. And it is proven that, Total Quality Management (TQM), The Deming's Price and ISO 9000 standard are mentioned in the literature as the most prominent initiatives that are practiced by organizations. Sousa and Voss (2001) and Spencer (1994) have noted that QMPs have been practiced extensively and it has become a popular topic for OM research. In line with that QMPs are described as an umbrella term for a number of quality management and improvement programs such as quality assurance (QA), quality management (QM), total quality management (TQM), six sigma and integrated management systems (IMS).

When evaluating the history of QM (evolution of QM), Several studies have noted that the concept of modern quality standard initiated in 1959, when the United States introduced Mil-Q-9858a, was the first quality standard for military procurement. In the year 1960, NASA developed its quality system requirements for suppliers. In the year 1967, after six years NATO accepted the AQAP (Allied Quality Assurance Procedures) specifications for the procurement of equipment. After that, in the year 1969, United Kingdom (UK) and Canada introduced suppliers' quality assurance standards. During 1970's most of major organizations started to publish their own quality management standards. During the late 70's it was decided that, for the first time, there should be a national level standard on which a quality system can be constituted.

During the 1980's the requirement of an internationally recognized quality management system was felt by many organizations. The international standard was first introduced in 1987, and has drawn from many other versions of standards which were popular at that time. This standard was revised in 1994 and at present we are in the verge of the latest revision of this standard. And taking into the consideration the number of research written on this subject, it is identified that most popular quality initiative is ISO 9000 and this is confirmed by the ISO survey results. With this bulk of articles there are divergent definitions and classifications that some researchers refer to QMPs. Some authors refer to these practices as "techniques," factors", principles," or even "guidelines". In addition, existing classification of quality management practices are influenced mainly by quality awards framework and guidelines such as Malcom Baldrige National Quality Awards and/or ISO 9000 for quality management (Kanna et al., 2011).

It is clear from the literature that, if a set of criteria establish by an accreditation body, classification of QMPs would be easier and it minimizes the disagreement among academics and practitioners on this critical issue. And it is important to mention that, a result of a careful examination of most of the empirical studies reveals that, most of the studies were based on MBNQA framework. Significantly it was revealed that QMPs must be deep-rooted or embedded with an organization and should not be an isolated practice. Then only a proper implementation of these QMPs could enhance the sustainable competitive advantage for the organization (Youssef et al., 2006). From the summery of the literature, the most common factors as customer focus, quality leadership, supplier involvement, and more importantly human resource

management practices such as involvement, empowerment, training and education are identified as rooted practices in the contribution of the QM literature (Feng et al., 2008).

Implementation of QMPs and Its Business Performance

Based on the empirical evidence from recent studies, it is illustrated that QMPs can impact to the business performance of the organization. In addition, the supportive role of the quality management in achieving sustainable competitive advantage is appreciated. Every company should state its QM policy together with arrangements for its implementation (Oakland, 1993). To start the journey towards QM, sound quality policy, together with organization and facilities to put into effect, is a fundamental requirement (Dahlgaard et al., 1998).

Over the past years, number of studies has been reported in the literature by examining and comparing the implementation of QMPs in different countries around the world. As Sousa and Voss (2001) and Spencer (1994) noted that management practices including QM have mainly been led by practitioners and the QMPs have been practiced extensively and it is a popular topic for research. Along with that Hoque and Alam (1999) found that the relationship between operating income and the successful implementation of TQM has been examined based on various firm characteristics such as size, degree of capital intensity, degree of diversification, timing of TQM implementation and the maturity of the quality management program. The findings of the study could be briefed as;

- Less capital intensive firms perform QMPs better than more capital – intensive firms
- Firms that are more focused on single operation perform QMPs better than diversified firms
- No significant differences in earlier and later implementers.

Further the study of Youssef et al. (2006) based on 2908 manufacturing plants of most industrialized countries such as, in Canada, Mexico and USA. The purpose of the study was in to understand whether manufacturing plants operating in the USA, Canada and Mexico differ in their efforts to achieve one or more of the quality certification such as ISO 9000, ISO 14000, and QS 9000. The result was has shown a significant difference in the manufacturing plants efforts to achieve ISO 9000 and QS 9000. Manufacturing plants operating in the three countries in North America differ in their efforts to attain ISO 14000. Further it clearly, indicates that some of the three countries give more attention to environment issues related to quality, obviously USA and Canada. And also the way QMPs were implemented in different manufacturing plants differed significantly. And clearly, the age of the plant was not a good discriminator in the implementation of QMPs.

Furthermore, Feng et al. (2008) have studied the relationship between TQM practices and operational performance of 1,300 manufacturing companies (with and without covariates) in Australia and New Zealand and it has been studied as a quantitative study by The finding reveals that TQM is significantly related to variety of performance measures. However, TQM exhibited mix results when co-varied with company size and the industry type, though not with the ISO 9000 certification results. Certainly, this result has an interesting finding that unless the implementation of ISO 9000 becomes an integrated part of the TQM philosophy, it will have no power of organizational performance. This study highlights the importance of aligning QMPs with the organizational strategy.

Along with that Garvin (1988) researched on this subject and his study was considered as a widely cited study on the differences between QMPs of Japanese leading companies and Western leading companies. Briefly those differences are;

- Japanese companies used technology twice as much as US companies in meeting customer expectations

- Employee participation to schedule meetings on quality is at a higher rate in Japanese companies than US companies.
- Japanese companies place more importance on design of new products and services based on their customer research than North American businesses.

Further Casadesus and Gimenz (2000) have stated that there are large differences between the West and East in terms of current practices and future plans. Dahlgaard et al. (1998) have conducted a survey on QMP in manufacturing companies based on three countries in the East, namely Japan, Korea and Taiwan (neighbour countries with similar culture and work ethics) which quite different from the western countries. And another four companies from West were Denmark, Finland, Sweden and Australia. (Close neighbours and share very similar culture and work ethics) Findings of the particular study reveals that, there are key differences on implementation found between the Eastern countries and Western countries they are:

- Western entities invest fever in education and training in quality per employee, compared with the counterparts in the East
- A higher proportion of top managers in Eastern countries participate in quality audits than in western countries
- the Eastern companies make higher use of a variety of methods for quality motivation and quality suggestions compared with their counterpart in the West
- Use of quality tools and methods is higher amongst Eastern companies than in western companies.

The studies of Gilmore and Carson (1996) and Kuei, Madu, Lin, and Chow (2002) have confirmed similar findings that knowledge of organizational contexts is useful in predicting quality practices. And they revealed that there is no consistency among theoretical factors for QMPs as different organizations implement or adopt different QMPs. Similarly, again Kuei, Madu, Chow, and Lu (2005) have conducted a quantitative study by comparing American, Japanese and Taiwanese owned firms in Taiwan. In the respective study the critical factors of QMPs (the critical factors have been selected based on the results of relevant studies) and organizational performances are taken as the dimensions of input and output respectively in implementing the data envelope analysis. The findings obtained by the study are Japanese firms tend to be superior to the Taiwanese and American firms in their QMP applications. Further they have identified the differences in quality practices between Japanese; American and Taiwanese firms. These differences have been pointed out by specifically outlining, what practices lead to efficient or inefficient performances.

In line with this, a number of studies have showed that there is no consistency among the critical factors for QMPs. Number of studies has used the instrument of quality context to study the relationship between quality practices and other management issues. Hackman and Wageman (1995) have studied the association between organizational climate and quality management practices while Kuei et al. (2002) explored the relationship between organizational performance and QMPs. Fitting to this argument, Larson and Sinha (1995) have discovered an association between QMPs, processes and outcome constructs such as co-operation, product quality, productivity and satisfaction. In contrast, Spencer (1994) has conducted an empirical study and revealed that most features generally associated with TQM such as quality training, process improvement, and benchmarking do not generally produce advantage but that certain tacit, behavioural imperfectly imitable features such as open culture, employee empowerment and executive commitment can bring lot of advantages. Motwani, Prasad, and Tata (2005) further, revealed that TQM can improve quality conformance and customer satisfaction. And also organizational performance, measured by accounting variables and stock returns in relation to TQM activities. Simultaneously, Part (2007) has noted that there is a significant relationship between TQM practices and Organizational performance. He has tested the relationship between TQM practices and operational performance, (company size, industry size and ISO 9000 certification status have been used as mediators.) based on more than 1300 manufacturing

companies located in Korea. The interesting finding of the study is, even though the TQM exhibited mix results with company size and industry type, though not with the ISO 9000 certification status. In line with that, the significant finding of the study is, unless the implementation of ISO 9000 becomes an integrated part of the TQM philosophy, it will have no explanatory power of organizational usage. Similarly, Heras and Saizarbitoria (2011) have examined the relationship between QMPs and organizational performance. In their rigorous analysis, from a list of QMPs, they have extracted nine quality management dimensions and they found that only three of the nine practices have a strong relationship with quality outcome. Similarly, Casadesus and Gimenz (2000) have compared quality practices in manufacturing industries in the UK and Malaysia, basically they have classified 37 QMPs into five quality management dimensions such as, goods in practices, goods out practices, manufacturing practices, design practices and employee practices. The results revealed that there are some similarities and differences in QMPs between the two countries. Most noticeably, similarity is the use of sampling inspection and most significant differences were the usage of written procedures, designs and the use of ISO 9000.Similarly, based on the study of Youssef et al. (2006) they have come up with a further interesting conclusion that there is a high impact from QMPs on business performance of a company. Therefore, most importantly QMPs should be adopted with a long term perspective, which is embodied with organizational strategy.

Factors affecting for Implementing QMPs

Implementation of QMPs was seen from different viewpoints by various scholars. Based on the definition given by Miles and Huberman (1994) the change is the deliberate introduction of novel ways of thinking, acting and operating within an organization as a way of surviving or accomplishing certain organization goals. Actually, implementing ISO 9001:2000 may not be an entirely novel thing to most of the employees. But importantly, during the implementation process, the thinking, acting as well as operating method should be changed, in order to make the organization realize the intentions of standard implementation. But this intention could vary from organization to organization and based on the geographical region.

Internal Motivation and External Motivation

The intentions which were identified by earlier researchers are mainly improving quality, customer pressure, increase market share, reduced costs, streamline operations, meet corporate objectives, regulatory environment, and improve efficiency. Dahlgaard et al. (1998) have classified these in to two major groups; market related factors and factors related to improvement of internal procedures. Therefore, the motivators affecting the organization for achieving the ISO 9001:2000 certification can be broadly categorized in to two as; internal motivators and external motivators. A survey done in Taiwan by Jang and Lin (2008) indicated that the internal motivation is positively correlated with the implementation depth, while there is no significant correlation was found to exist between the external motivation and the implementation depth.

This fact is further confirmed by Ketokivi and Chroeder (2004) as there are two variables that are related to perceived success of the implementation of a fad and here he has identified ISO 9000 series to be studied as one of the fads. First, the degree of intrinsic as opposed to extrinsic motivation which is present, and secondly the depth of organizational change demanded by the implementation. In their research work they have found that, changes leading to the attainment of ISO 9000 series certification are often the result of external pressure, for example from customers, which relates to one of the goals of ISO 9000 series, to enhance and simplify trade. It is further proved that the pressure from customers most often drives an organization to get an ISO 9000 certificate on the wall as quickly as possible.

Depth of Organizational Change

Once the need for a change is identified by the organization and planning is done, implementation of change starts with the creation of an environment for change within the organization (Voss, 1995). According to

Cummings and Worley (1993) a change normally involves moving from a known situation in to an unknown situation, which makes the future uncertain, employees do not support any change initiative, unless compelling reasons persuade them to do it. Therefore, any organization planning for a change initiative will have to find a way to overcome this problem. There are two related tasks identified by Voss (1995) as creating readiness for change and overcoming resistance to change. If an organization needs to implement the change initiative successfully, they have to address these two areas.

Employees' Attitudes

Some researchers have indicated that there are two board approaches to implementation of change in an organization; namely participative and unilateral, although these two approaches are opposing each other both of them are linked to the employee attitude of employees will be changed through generation of support for the change, which ensure the success of the change implementation. In this regard the belief is that a change in the attitude will bring about a change in the behaviour as well. An attitude is defined by Robins (2004) as evaluative statements or judgments concerning objects, people, or events. There are three components of employee attitude namely, cognitive, affective and behavioural. Changing the organizational practices to be in line with ISO 9001:2000 standard requirements, demands changes in the employee attitude as well. The success of the implementation depends upon the method selected for changing the employee attitude and therefore most appropriate method needs to be selected.

A research done in Taiwan in quality transformation of EFA Corporation, by Jang and Lin, (2008) they mention that people approach to organizational change refers to change in employees' attitudes, perceptions, and behaviour. Also EFA emphasizes that a quality transformation should being with individual employees. Also it is mentioned that the key to quality transformation rest in the way a firm value e people." Unless an organization gets the total involvement of people, any change attempt cannot be successful. Wherever a change is introducing to an organization, its people tend to undergo a time period of uncertainty and fear which will ultimately lead to resistance. According to Casadesus and Karapetrovic (2005), effective communication can take away at least part of the feeling of uncertainty and lack of information about the change, reducing speculation and unfounded fears. They further mention that, when interest is shown in their feelings and perceptions (support) employees are more likely to be less defensive and more willing to share their concern and affairs. Although many organizations realize this fact, the challenge most organizations face does not understand how to communicate an intended organizational change. In their review of recent literature Carnerud (2018) found that although the centrality of communication during the change process was recognized, surprisingly little empirical research has been undertaken to assess its actual role.

It is observed that some organizations go through the change process or implementation of ISO 9001:2000 standard more smoothly than certain other companies. Although many organizations implement the standard, the level of effectiveness varies from organization to organization. The reason for this could be due to the presence of various factors which support or hinder the process of implementation. This has been an interesting area for the researchers in order to find out the factors which cause this difference.

Internal Structures and Processes of Organization

Organization as defined by Robins (2004) is a consciously coordinated social unit, composed of two or more people that functions on a relatively continuous basis to achieve a common goal or set of goals. Organizational factors are all elements, apart from any of its members that are relevant for deciding the path that will be taken by an organization, when involved in something. To ensure long team service quality, organizations need to have quality focused internal structures and processes in place to support those on the front line who make or break the organization's reputation with their customers. Gilbert and Parhizgari (2000) in his paper, which contains ratings obtained from more than 8000employees in 100 organizations,

he identified nine scientifically developed measures of internal structures and processes that are associated with service quality. They are given below;

Importance of Mission

Mission statement is a primary management tool which measures the perceived clarity of organizational purpose and the degree to which the employees view the organizational purposes to be important (Benner & Tushman, 2003). The objective of having a mission statement is to communicate the strategic direction of the organization to employees, guide decision making, to motivate employees and to establish common purpose amongst employees (Akoff, 1999). In order to support these expectations, a mission statement should be developed considering many facts, like the understand ability and relevance to all the employees and not just a collection of fancy words and also there must be involvement of the employees as to make them owners of the company mission.

Supportive Policies toward the Work Force

A policy can be generally defined as sets of rules or guidelines for regulating people's behaviour and relationships with one another. Prus (2003) has introduced a slightly different definition by saying that a policy is instances of collective behaviour in the making. He also mentions that due to this reason people often point to policies as frames of reference to be invoked in guiding and assessing human affairs.

Daft (1991) has defined policy as a general statement based on the organization's overall goals and strategic plans that provides direction for individuals within the company. It defines the boundaries within which to make decisions. The effectiveness of any organizational policy greatly depends upon the understanding and the level of acceptance the employees show regarding the policy. But regardless of these facts, a policy normally denotes a sense of direction to the people, which is essential to get meaningful practices.

Gilbert and Parhizari (2000) measures the extent to which the work force believes the organization treats its employees fairly and genuinely cares about the employee's welfare. It demonstrates the degree to which the employees think the organization is committed to them as valued resources.

Appropriateness of the Organizational Design

This measure identifies the degree to which the organization is bound by red tape and other bureaucratic mechanisms that are perceived to impede timely decisions making to serve the customers." Bureaucracy" was first introduced by the Max Webber (1864-1920). It emphasizes management on an impersonal, rational basis through elements such as clearly defined authority and responsibility, formal recordkeeping, and separation of management and ownership. Daft (1991) mentioned that, the rationalization process underlying Weber's bureaucratic ideal-type has been widely criticized both by sociology and management scholars. Further, Lillis (1999) mentioned that this system diminishes the freedom of employees making them obedient subjects, who carryout orders. This makes organizations less efficient than organisations with empowered employees. Centuries back, at present bureaucracy concept has re-appeared inside the democratic principles, as "post" bureaucratic, paving way to a hybrid system. In certain situations, the management is compelled to control or influence where management overlooks fragmentation of power.

Working Conditions

This criterion identifies the quality of the organization's (internal) environment. Organizations facilitate quality performance by assuring the work force adequate facilities and supplies and providing a safe and health place in which to work. As mentioned by Earle (2003) many companies are finding that providing productive, flexible and dynamic work environment can be critical asset in attracting and retaining valuable

employees. Therefore, more and more companies are concentrating on maintaining a better physical environment inside the organization. This gives the employees a feeling that the organization is interested in pleasing the employees and enhancing their personal well-being. Maintaining good housekeeping practices, reducing accidents and maintaining relationship help an organization are successful.

Operational Efficacy

This is a measure of both efficient and effective operational practices. It parallels the characteristics of just–in–time practices of quality focused organizations. If an organization implement ISO 9001: 2000 standard effectively they should have some visible benefits with regard to their day to day operations and performance, immediately and they can be indicators of implementation effectiveness. A study done by Drew and Healy (2006) shows that, ISO 9000 certification did not have any significantly positive relationship with organizational performance hence has poor implementation effectiveness. On the contrary, ISO 9000 had some adverse effect as it increased operation cost and reduce product quality. The reason was this phenomenon was identified as; applicability to different industries, a high volume of paper work, lack of flexibility and poor compatibility with other management systems (Ketokivi & Chroeder, 2004). Therefore, the sustainability of the standard implementation has been identified as an issue. The research finding indicates several factors as the reasons for this condition and they are the problems faced by the organization during the implementation of the standard; short sighted goal for "getting certified"; over-expectation the ISO 9001 standard; mandatory requirement (not whole hearted commitment) in some industries; and following others (the trend) in certification and audit reliability and associate.

Customer Oriented Behaviour

This creation identifies the extent to which customer focused behaviour is practiced. Within the organization, and with the organization's external customers. QM places a great emphasis on organizations achieving strong customer focus and high satisfaction levels. In the standard based approach, the emphasis is on ensuring that the requirements of customers are well understood and that mistakes in the aspect are minimized. Organizations are expected to have procedures in place to ensure this task (March & Olsen, 1976).

The standard based approach to quality suggests that organizations can expect to generate high level of customer satisfaction. Organizations can expect to offer higher level of customer service, achieve greater consistency in documentation, have fewer second-party audits and generate higher perceived quality by customers.

Information and Communication Systems

It is realized that an efficient and effective information and communication system forms the bed rock upon which many quality initiatives and activities take place. As Robins (2004) defines communication is the transference and understanding of meaning. This is in line with the definition given by Daft (1991) which says that communication is the process by which information is exchanged and understood by two or more people, usually with the intent to motivate or influence behaviour. Communication system includes all the channels of communication employed by an organization to disseminate information to all the direction.

Processes and Procedures

A strong emphasis is there on the business processes that impact upon quality of products. The standards based approach has a very practical outlook to processes. A planned and systematic approach to quality is required. Regular reviews of all aspects of operations are expected, and, if problems are detected, remedial actions are required to be taken in a timely manner. System need to be in place to ensure that defective

products are not produced (Earle, 2003).

A process is transforming inputs into outputs using activities. Information of the process approach was a major change seen in the 9001: 2000 revision of the standard. The process approach is included as a quality management principle as well (Park, 2007).

Business Results

Business results improvement is the major objective of any business and implementation of any system also should results in the same. Although research was done to find out about the benefits the organization gain through the implementation of ISO 9001: 2000 standard, no clear link has been established between the business results and standard information.

Park (2007) has observed that the impacts of ISO 9001: 2000 certifications appeared to vary from country to country and from organization to organization, by a research study carried out among 37 Korean shipbuilding machinery manufacturing companies. These appear to be optimistic and pessimistic views about ISO 9000 standards based on literate review. This situation could be the results of many reasons, but the research work which has been conducted so far does not sufficiently explain these reasons.

Achievements of the company, once they get the certification is studied by Jang and Lin (2008) using two variables, market share growth (increased market share) and business performance growth (increased profitability). Although they have found that that there is a significant relationship between the implementation and the business performance they did not observe any significant relationship between the market performance and the implementation. Also they have measured the perceived values with regards to market share growth and business performance growth; therefore, this might not be accurate.

External Environmental Factors

The external environment could be further conceptualized into two as; task and general environment. The environment plays an important role as a facilitator for creating the strategic fit among quality management concepts, top level strategies and operational level strategies in the organization. The task environment is significant and it includes competitors, suppliers, and customers and it has classified into four major categories, namely; socio-cultural, political-legal, economic, and educational (Asif et al., 2009).

Competitor Pressures

Although it is assumed that quality improvements will lead organizations towards sustainable competitive advantage, it highly depends upon the type of improvement introduced. As the competitors will react intensively and quickly to the changes or improvement introduced, the final result might not be what we expected. According to Lewis (2001) quality competition based on quality aspects other than service quality improvements, like conformance to standards and performance, does not result in a real competitive advantage. At the same time, he mentions that they are also needed just to keep up with the leading competitors in the industry but they do not lead to long term sustainable advantages. Therefore, it can be argued that most of the organizations may seek for certification to ISO 9001:2000 standard not because they are genuinely interested in quality improvements but just to survive in the industry along with the competitors.

Implementation Effectiveness

In a research study conducted by Adanur and Allen (1995) have identified several constructs which can be identified as factors relevant for effective implementation of the standard. In which can be identified as factors relevant for effective implementation of the standard. In the particular work they mentioned that, to

hasten the rate of knowledge consolidation in the quality management (QM) area, there needs to be greater consensus on its ontological bases and epistemological principles among researchers. To provide a solution for this requirement, using the psychometric approach, the QM concepts which were mentioned in existing literature, were estimated by past researchers.

Top Management Leadership

The role of the top management leadership team is regarded as being important by all QM approaches. Organizations implementing quality management practices require top management to make strategic shifts to promote a culture of quality throughout the organization. The top management leadership group is expected to ensure that the QM system is regularly audited, revised and continually improved for effectiveness. The top management leadership team also needs to ensure, where relevant, that the QM system is based on the statistical thinking. But this advocates a contingent view to leadership. This does not prescribe the suitable leadership style needed for effective QM, suggesting that it is possible to use any combination of participative and transformational to transactional, again depending on the context (Tata & Prasad, 1998).

Employees

It is identified that employees as an important construct of QM. The focus is on the organization enabling employees to contribute meaningfully to quality of work. Employees being aware of and empowered to act on quality related matters and being suitably trained for the jobs they do, which leads to employee satisfaction. Magd and Crosby (2003) has defined employee satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or jobs experiences.

Failures of QMPs

Avalanche of research on the context of QMPs has shown that the QMPs that have been implemented as a universal set of practices have been shown lots of failures which hinder superior performance and capabilities. With this argument according to Garvin (1986) some US companies mimic Japanese QMPs without adjusting these practices with local conditions (national culture, employees' attitudes). This may be the reason for unsuccessful stories, even though concepts in both countries were originally derived from the same source. In this sense, it is timely to analyse what researchers and practitioners have reported as extensive failures associated with the implementation of QMPs. With this argument, it is worth mentioning Sousa and Voss (2001) based on all the independent research he has found that one-third of TQM programs in the US and Europe have achieved success. And also, The QMPs had very promising start and boosting initial results but died down after two-three years (Spencer, 1994). Further Garvin (1986) noted that only a small number of organizations have observed substantial improvements through TQM programs. As mentioned by Spencer (1994) many corporate managers have invested heavily on implementing Total Quality initiatives, while other managers waited for solid evidence that it works. And also, the presence of ISO standards for quality management does not ensure the functionality of a quality system in an organization (Singh and Smith, 2006). Further Hackman & Wageman (1995) have mentioned that TQM practices may add disappointedly little to organizational performance and thus little to the satisfaction of the customers who are thought to be performance – conscious. Additionally, the studies of Atkinson (1993), Beer (2003), Dale (2003), Oakland and Tanner (2007), Tata and Prasad (1998) and Zbaracki (1998) have also reported the failures associated with QMPs implementation. This cause many practitioners to lose the faith in QMPs. Meanwhile their implementation requires lots of effort and resources, usefulness of these programs is questionable because of failures. The causes or reasons for QMPs' failures have been thoroughly investigated by scholars to develop more organizational approach to the solutions to the problems. Sousa and Voss (2002) have again conducted a study and found that the inability of management to inquire into the gap between rhetorical (which has overly optimistic view) and real TQM was responsible

for TQM implementation failures. While Benner and Tushman (2003) found that QMPs are most effective in a stable and exploitative environment. And it is important to mention that the literature on QMPs is pretty much divorced from fields of operations management and strategic management. It is argued that, quality practices are as subset of production and operations management and QMPs are strategic programs and it requires top level commitment and approval before implementation. And it is identified that an isolated approach to QMP is dangerous for the survival of QMP. Therefore, an inclusive approach could help to solve the problems faced by the industry regarding failures in QMPs implementation. It is a neglected area of most of QMPs research. The opinion made by Asif et al. (2009) have explored that, QMPs problems need to be juxtaposed with other management areas such as operations management and strategic management and their approach is to juxtapose operations management and strategic management with QMPs failure problems explore how to tackle the problem with new suggestions. Further this juxtaposition results to identify the aspects needed to be identified to promote the effective institutionalization of QMPs.

Remedies for failures of QMPs

Even though the quality Management is a universally applicable concept, there are issues when it comes to the implementation (Tata and Prasad, 1998). More specifically, past literature has proven that getting certified of ISO is not a remedy to implementation issues of QMPs. Additionally, research papers focusing on core values have mentioned that QM is now at a more mature stage, where QM focus has been shifted from tools and techniques to strategic performance improvement initiatives (Dahlgaard et al., 1998). Therefore, policy makers of organizations should not treat QMPs as tactical objectives or tools and techniques.

In certain literature, QMPs have been described poorly as just as "tactical objectives" and" tools and techniques" type programs merely for satisfying customer requirements. According to Singh (2006) an ample of the literature related to QMPs or TQM has been identified QMPs as a techno-centric approach, which is a sub methodology to guide the strategic management process. Statistical process control, zero defects rates, process management, internal audit, seven QC tools, design quality management and JIT principles are good examples which frequently reported in the literature. And they referred as "hard aspects" or "core practices".

As Ackoff (1999) mentioned that origin of the TQM is statistical quality control which was very effective in decreasing defects. Thereafter, additional procedure such as quality circles, consensus decision making have been added to improve quality control. And especially it is noted that, from the history, QMPs developments were basically developed on experience not on theory or little theory was involved. Therefore, these various components of TQM are merely tools and techniques, which were termed as "Techno-centric approach" and this approach do not hang together as a cohesive whole. Doubtfully, the techno-centric approach is contradictory with the inherent nature of QMPs.

Along with the significant suggestions brought up by Yusuf et al. (2006) and Asif et al. (2009) they have researched the particular area and they have confirmed that QMPs should be implemented as strategic programs rather than simple tools and techniques, which serve other organizational goals. Specifically, QMPs are a part of main organizational goals and strategy. With that understanding it is understood that, QM should not be a sub methodology to guide the management of strategic processes; it should be a meta-management to steer the whole enterprise (Foley, 2005). Accordingly, it is understood that, QMPs are strategic performance improvement initiatives of organizations rather than simple tools and techniques.

Accordingly, it is proven by the literature that, QMPs is a "Meta – Management" to steer the entire organization and no longer a sub methodology to guide the strategic management process (Foley, 2005). With this demonstration Porter (1996) discussed the alignment between business strategy and operational activities. Business strategy is very critical to achieve organizational success and strategy can be anything

that create fit among operational activities. Without having a fit among activities, there is little sustainability. The concept of "strategic fit" in strategic management and operational management literature together at this point. And it is said that, QMPs should be coherently fitted into a strategy to achieve a higher level of aggregation at the organizational level. If the QMPs are not align with the strategy, they would remain as "stand-alone and isolated programs "which could be termed as "quality tools and techniques" rather than an integrated QMPs.

In these terms, Porter (1996), have further discussed the achievement of competitive advantage and sustainability through the strategic alignment of QMPs. And importantly, it will harder for a rival to imitate, which can provide long term competitive advantage. In this light Porter, Hayes and Upton (1998) stressed that operations based strategy, (a strategy that relies on the superior performance resulting from QMPs) which is embedded in the company's people and operating process, is inherently difficult to imitate. For this reason, an operations based strategy can provide the basis for a sustainable competitive advantage. On this ground, they have further researched the importance of "operations – based and operations – embedded QMPs" which are not remained as isolated practices but as interwoven and integrated practices to achieve a long lasting competitive advantage in their research findings.

From this angle, the apparent relationship between Strategy and QMPs is realized, more through the joining and accommodation of literature. This is which allowed scholars to research the process of aligning QMPs with the organizational strategy along with the operational strategy of the organization. At this point, it is worth mentioning that as Benner and Tushman (2003) mentioned QMPs should be like "process management practices" which are process focused practices which are differ in scope and approach and it is focused on systematic attention to operational processes in organizations. Concerning more about the strategic alignment of QMPs Asif et al. (2009) have proposed that, QM problems need to be juxtaposed with other management areas such as operations management and strategic management and their approach is to juxtapose operations management and strategic management with QMPs failure problems explore how to tackle the problem with new suggestions. Further this juxtaposition results to identify the aspects needed to be identified to promote institutionalization of QMPs.

With this understanding it is needed to ensure that whether there is a strategic fit between what quality management principles and main organizational strategic goals and objectives. The particular strategic fit can be identified by analysing the process of implementation of QMPs in the organizational the setting. If QMPs are successfully implemented and are enjoying the benefits of QMPs many more years consecutively, it can be concluded that QMPs are being institutionalized. On the other hand, it can be specifically mentioned that, institutionalization theory will lead the entire QMPs towards a successful and sustainable implementation.

In recent years, institutional theories have been prominent in extending the study of OM and QM in social and institutional dimensions of organizations (Moll, 2006). When QMPs are institutionalized, they will become an integral and sustainable part of the organization and they are hardly immitigable by competitors because of competitive advantage generated (Zbaracki, 1998).

However, research on QM literature with the aim of identifying the importance of institutionalization of QMPs has been undertaken is also very less. Most of the research studies have discussed about implementation of QMPs, by ignoring the area of institutionalization. Despites its theoretical merits, QM implementations have failed or have been partially implemented and prior literature shows that QMPs end up in different fates in different organizational contexts in terms of success, failure, continuation and discontinuation.

Through the review of prior literature, it became evident that even though studies have been done either to discuss implementation failures of QMPs or successful stories of QMPs by neglecting the area of

institutionalization. However, the relationship between institutional process and QMPs influences the entire organizational success. There is limited research internationally, which explores the process of institutionalization by using the institutionalization theory (Asif et al., 2009). Institutionalization of QMPs in Sri Lankan firms has not been studied in past research. Therefore, this research addresses the above mentioned omissions in literature by exploring how QMPs have been institutionalized as a strategic performance improvement initiative by drawing evidence from a Sri Lankan organization.

Summary

This chapter focused on literature review, first discussed the broad concept of QMPs with the evolution of QMPs. Then the relationship between QMPs and its performance were discussed. Thereafter failures with some practical implications were discussed. Finally, the application of institutional theory is emphasized as a remedy which is included as a solution for the failure of QMPs.

THEORETICAL FRAMEWORK

Introduction

This chapter illustrates the theoretical framework adapted for this study and it is organized as follows. First it gives an overview of the theoretical lens used in this study, which is institutionalization theory. Then, it illustrates how Institutionalization has been incorporated in the field of management while emphasizing process of institutionalization. Next it elaborates how the institutionalization theory has been incorporated in research related to QMPs. Finally, it shows how the particular theory will be used in this study.

Institutional Theory: An Overview

The institutionalization process provides a sufficient guide for this study. From the initial interview it was found that the QMPs have been continued and institutionalized in the case organization. Data was analysed, in light of institutional theory, which is suggested in the year 1996 by Tolbert and Zucker. Institutional theory lays focus on Habitualization, objectification and sedimentation (Tolbert and Zucker, 1996). According to the theory of institutionalization Tolbert and Zucker (1996) mention that sedimentation is the stage, when routines are repeatedly reproduced over time they get institutionalized as taken for granted practices. Routines play a significant role during the sedimentation stage. Tolbert and Zucker (1996) have further emphasized that routines should be widely accepted in the organization, for them to become institutionalized. When the routines are institutionalized, they become unquestioned way of doing things. The institutionalization theory can also be applied for the area of QM as well. QMPs can be turned into routines, when they are embedded in to the main organizational strategy and finally people accept them without questioning. Such practices then become "taken for granted" by being recurrently enacted across time and space (Ribeiro & Scapens, 2006). However, Sampat and Nelson (2000) claim that the degree of acceptance of new routines vary according to the different groups within the organization.

The case organization of this study has been using QMPs for over ten years and this study explores on how and why QMPs have become an institutionalized practice in the firm. Similar ideas were expressed by Asif et al. 2006 as institutionalization of QMPs is a productive area of research. In understanding the continuation of QMPs, the stages linked to institutional theory such as habitualization, objectification and sedimentation are important to investigate. Therefore, in exploring the institutionalization of QMPs in Gamma Lanka, institutionalization theory of Tolbert and Zucker 1996, was deemed to be the most suitable. Seeing from this perspective, institutionalization of QMPs in the case organization shows evidence of successful institutionalization and the core concepts such as habitutalization, objectification and sedimentation were used in analysing the finding in this study.

Institutional Theory

Institutional theories have influenced to organizations by providing a rich and complex view. Inherently institutionalization theories are difficult to explicate (Zucker, 1987). Institutional theory was in the earliest cultural decisions in several ways. No one can visualize when it was started, though it was as it is. Owing to this reason, researches have started to bring this theory in to conversation from the 19th century (Scott, 2001).

Time to time the institutional theory is enriched by variety of definitions, elaborations and elements from different perspectives. Before thirty or forty years back, following conclusions have been made by past scholars in organizations studies and have locked at institutional theory from different perspectives. As such reviews in political science and in economics reflect emergence of explanations based on institutionalization "behaving" as actors in their own right. In political science, there seems to be more concern with the character of institutional structures, especially with how they are changed once formed. These works have been done by political sociologists as in sociology, the initial focus has been on a set of processes including law or rules, contracts, government administration, regulations, hierarchies, professional codes and social norms.

In a psychological perspective, in recent work on social dilemmas are related to institutional theories. Its components like rules, leadership, trust that account for the individual willingness to forego self-interest and contribute to the common goal (Cruz, Major, & Scapens, 2009).

It is noteworthy to mention about growing adhesion of researchers to the institutional perspective, especially in the field of organizational studies. In this light DiMaggio (1987) says that institutional elements invariably come from outside the organization. However, these elements cause changes. In his view, impetus for action is unclear because the organization is in an "iron curve". It is fitting to add that the equivalence attributed to the concept of institutionalization by Meyar and Rowan (1977) when organizations respond to external institutional pressures, when they protect their technical activities through decoupling elements of structures from other activities and from each other, by reducing their efficiency.

In contrast, to economic theory, "firms" success is dependent on the extent that they develop efficient production activities and effective coordination structures (Scott & Mayer, 1983). With the aim of highlighting the benefits of institutionalization, Garfinkel (1967) elaborated that the organizations which the acts and structures embedded with highly formalized routines and roes are more readily institutionalized that those embedded in alternative informal social coordination structures.

New institutional economics, old institutional economics and new institutional sociology are different branches of institutional theory (Burns & Scapens, 2000). To analyse macro institutionalization and the relationships between organizations and the environments, new institutional economics is used. In contrast, old institutional economics emphasize on institutions, Micro institutions and the relationships among individuals within the organizations. On this ground, it seems that, new institutional sociology is also used to analyse the behaviour of institutional actors and to probe their decision's to increase the legitimacy to enhance the organizational practices (Powel, 1991).

It is fitting to add the discussion of what Zucker (1996) has added to develop the institutional theory. She begins her discussion concerning the differentiation between institutionalization and cultural persistence with the indication of the permanence of social characteristics as a commonly accepted definition for the concept of "institution". According to her, there are two views. As per the systematic view, institutional or cultural patterns persist because of functional needs. In a normative view, institutional patterns persist, because of internalization while sharing the norms of action. In both views, actor has no independent role in

maintaining these institutions and social structure determines the behaviour of individuals and small groups.

In accordance with this line of reasoning, Zucker (1987) emphasized that institutional elements (structures, actions and roles) can legitimate other elements therefore; institutionalized elements are simultaneously highly stable and responsible for creating new institutional elements.

In these terms, Zucker (1987) has developed the institutional theory by distinguishing cultural persistence, the result was the cultural persistence is no longer a characteristic of the institutionalization process and it is suggested that, degree of the institutionalization grows up to the extent of increasing transmission, maintenance and resistance to change of cultural patterns.

It is important to note that, at the more advanced stage of institutionalization the level of variation of cultural pattern are low even social actors have heterogeneous characteristics. Similar arguments can be seen in the attempt to distinguish isomorphism and institutional theory landmarks. It was revealed through the types of isomorphism and institutional theory landmarks. And further, established the division between coercive, mimetic and normative isomorphism (DiMaggio and Powel., 1983;1991). When dealing with organizational dynamics DiMaggio and Powel (1983) further elaborate that management practices, ideas are absorbed through active participation in events such as conferences, educational programs and professional training. These are organized by professional networks and institutions.

When discuss about the research findings of DiMaggio and Powel (1983), there are three mechanisms of Institutional Isomorphic change. They have identified three mechanisms through which institutional isomorphic change occurs, each with its own antecedent: coercive isomorphism that stems from political influence and the problem of legitimacy: mimetic isomorphism resulting from standard responses to uncertainty: and normative isomorphism, associated with professionalization, this typology is an analytic one, the types are not always empirically distinct. For example, external factors may induce an organization to conform to its peers by requiring it to profession responsible for its performance. Mimetic change may reflect environmentally constructed uncertainties.

When analysing coercive isomorphism deeply it results from both formal and informal pressures exerted on organizations by other organizations upon which they are dependent and by cultural expectations in the society within which organizations function. When it comes to the mimetic processes it says that not all institutional isomorphism, however, derives from coercive authority. Uncertainty is also a powerful force that encourages imitation. When organizational technologies are poorly understood by Scott (1987), when goals are ambiguous, or when the environment creates symbolic uncertainty, organizations may model themselves on other organizations. The advantage of mimetic behaviour in the economy of human action are considerable; when an organization faces a problem with ambiguous causes or unclear solutions, problematic search may yield a viable solution with little expense. While there certainly are those who consciously innovate, there are those who, in their imperfect attempts to imitate others, unconsciously innovate by unwittingly acquiring some unexpected or unsought unique attributes which under the prevailing circumstances prove partly responsible for the success. Others, in turn, will attempt to copy the uniqueness, and the innovation-imitation process continues. When analysing the normative Pressures, a third source of isomorphic organizational change is normative and stems primarily from professionalization. Following Steger, Lang, and Groeger (2011) they have interpreted professionalization as the collective struggle of members of an occupation to define the conditions and methods of their work, to control "the production of producers and to establish a cognitive base and legitimating for their occupational autonomy.

In coherence with this position Nelson and Winter (1982) said that institutional elements which are highly transmitted to new comers and are maintained over long period of times without further justification and are highly resistant to change. Then one can understand that the particular organization has institutionalized their practices. That institutionalization results to increase effectiveness when it links with goals of the

organizations (strategies) by creating "routines" that reduce search and evaluation costs. Further it is noteworthy to mention that, commonly institutional elements arise from the organization itself or from imitation of other similar organizations, have to identify separately.

In describing the nature of society, Spencer (1994) argued that social system is made up of a series of subsystems and that each subsystem and its institutionalized structures serve distinctive functions for society as a whole. His argument could be further explained by tacking his own example that if somebody wants to fulfil his or her obligations as a brother, husband, or citizen, when he or she executes her or his contracts. He or she perform duties which are defined, externally to himself or herself in law and in custom.

According to Pishdad and Haider (2013), organizations attempt to be superior in the practice of social rules, ideals and practices through normative, coercive and mimetic isomorphic mechanisms. Further they state that by using the lens of institutional theory, fresh Enterprise Resource Planning (ERP) insights can be identified. Further they identify that various organizational, social, cultural, environmental and other institutional factors contribute to shape and characterize ERP assimilation. By identifying the various stages of institutionalization of ERP, they have developed a framework which can assist for business managers in their decision making.

Greenwood (2008) has applied institutional theory into technology management paradigm. Similarly, Zbaracki (1998) has stated that institutionalization should be beyond the technical requirements of the task at hand. Fitting to the same argument, Asif et al. (2009) said that TQM is institutionalized when it is formally and philosophically embedded in to the structure and functioning of an organization. Further they identified that, in modern management practices, institutionalization of QMPs is a great problem, because models of QMPs have been explained very well only towards QMPs implementation by neglecting the area of institutionalization.

Exploring the process of institutionalization in relation to QMPs therefore, timely and relevant to study due to many failures in the poor implementation of QMPs have been described by the previous literature

Process of Institutionalization

Drawing on the work of Berger and Luckmann (1967) they have identified institutionalization as a key process when creating and perpetuating an enduring social groups. Hence, institutionalization process has been identified as a "reciprocal typification of habitualized actions". Accordingly, Scott (1987) mentioned that reciprocal typification involves the development of shared definitions or meanings which are linked to habitualized behaviours. Habitualized actions means, behaviours that are developed by actors in a social setting in order to solve recurring problems. If such behaviours are habitualized, actors can response to particular stimuli with a minimal decision making. Pishdad and Haider (2013) have looked at ERP implementation through the lens of institutional theory. And the findings have shown that institutional theory provides fresh insights that may help organizations to understand and manage ERP systems to optimize results. If any organization is making optimal advantage of ERP that usefulness will be taken for granted by stakeholders of the organization, while contributing to increase the value of the organization. Ultimately, it results in institutionalization of the ERP system.

According to Powell (1991), institutionalization is a compulsory process which ensures assimilation among units who are facing the same type of challenges. In this light, it is suggested that, institutional theory has been used in different technology in management. (Powell & DiMaggio, 1991; Scott, 2001; Greenwood, 2008; Currie, 2011). On this ground Zucker (1987) describes that, theories related to institutionalization of technology are basically divided into two categories i.e. macro and micro level. Under macro level, main forces of institutionalized behaviours are external and environmental characteristics. Accordingly, there are three isomorphic mechanisms such as coercive, normative and mimetic. Out of which organizations try to

excel in their practice of social rules, ideals and practices by aligning with the environmental conditions. (Meyer and Rowan, 1977; DiMaggio and Powell, 1983; Scott, 2001). Macro level is another point which is raised in this discussion. At this level, institutionalized behaviour is reproduced as a result of institutionalization. Initially, this behaviour is socially constructed and then become stabilized.

Actually, the synthesis employed by Burns and Scapens (2000) exposes the main point which, attributed to institutional theory. They propose a framework to study the process of institutionalization. Further they have identified relationships, actions, interactions, rules, routines and institutions as main forces behind the institutionalization. However, it is worth clearing that Burns and Scapens (2000) emphasized that all the newly introduced rules and routines relate to management accounting systems or any other new systems and practices will not become institutionalized. If newly introduced systems and practices challenge the prevailing institutionalizations in the organization, they will not be reproduced and the result may fail.

Further, Burns and Scapens (2000) have moreover suggested a framework for institutionalization which consists of four sub processes. First institutional principals (taken –for –granted assumptions are encoded in to accounting rules and routines. Second, actors enact those routines that could be resisted if they challenge existing meanings and values. Third, after repeated behaviours, routines are reproduced. Finally, once pattern of behaviour become the unquestioned way of doing things, accounting routines are institutionalized. By corroborating the idea of Berger and Luckman (1967) the institutionalization model with three stages such as pre institutionalization, semi institutionalization and full institutionalization has been introduced by Tolbert and Zucker in the year 1996. Earlier the particular researcher, herself has done an experimental based quantitative study and it was identified that, when the institutionalization is high, then transmission of the action, maintenance of that action over time and resistance of that action to change are also high. Simultaneously Steger et al. (2011) have found that, more institutionalized routines are more readily transmitted to new employees. Thus, transmission is both casually and consequently related to institutionalization.

In line with this, Tolbert (1988) have researched the particular area by enhancing the exteriority of behaviours, the transmission increases the degree to which those behaviours are institutionalized. On the other hand, institutionalization affects the ease of subsequent transmission. When discuss about the sequential institutionalization process of habitualization, objectification and sedimentation they will make variations in the levels of institutionalization. Some social behaviour is more subject to critical evaluation or modification or even elimination that others. Therefore, such patterned behaviours are varying according to the degree of embeddedness of them in a social system.

Scott (1987) classified institutional thinking into four streams. They are Institutionalization as a process of including value, institutionalization as a process of creating reality, institutional systems as a class of elements and institutions as distinct spheres of society. The first steam focuses on the awareness of distinction between "organization" and "institution" and the importance of the institutional process to the introduction of values. The second stream identifies the formation of objectifications resulting from the crystallization of institutions formed between two individuals (individual actors) and of institutionalization as the post-sedimentation process of transmitting this object to new generations. The third stream focus on the formal structure of institutionalization in organizations created from rational myths or a system of shared beliefs. The final perspective is concerned with institutions and describes the institutionalization process by emphasizing the existence in all societies of standards, different cognitive systems, and standardized human activities, which are initiated and tend to persist.

What it is understood is that, these references never come in a linear manner and different scholars have different perspectives regarding the process of institutionalization. Consequently, it is the construction of meanings and interpretations that lends dynamic characteristics to theory of institutionalization. It is also worth to mention that the institutionalization process implies a question of degree in that the foundation and

evolution of social structures vary according to historical, temporal and spatially delimited circumstances (Powel, 1991; Scott, 1991).

Accordingly, by considering individual actors and organizational actors, following institutionalization process has been developed by Tollbert and Zucker in the year 1996.
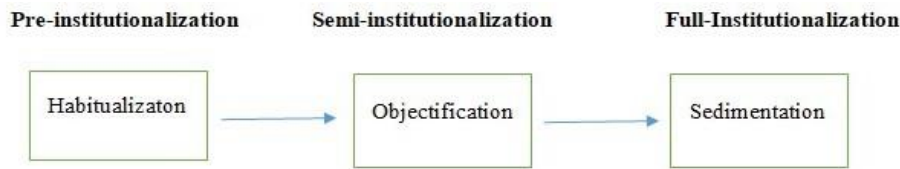

Figure 3.1: Institutionalization process of Tolbert and Zucker (1996)

Institutionalization as a process by which individual actors transmit what is socially defined as real (Zucker, 1987). According to Zucker (1987) the meaning of institutionalization is associated with two ideas. The first idea concern rules, such as the social standards of organization actions. The second idea concerns the perception of something that is embedded in formal structures and not tied to particular actors or situations. Institutionalization is the process by which the component of a formal structure is widely accepted as appropriate and necessary (Tolbert & Zucker, 1983).

Building upon Berger and Luckman (1967), Tolbert and Zucker (1996) have introduced an institutionalization model in three stages (pre-institutional, semi-institutional and full institutionalization) characterized by sequential processes (habitualization, objectification and sedimentation) as seen in Figure 3.1.

Habitualization will be occurred in the pre institutionalization stage and it includes the innovations and changes made in response to organizational problems that results in structures at the pre-institutionalization stage, limited in terms of operation and generally not permanent. Takes into consideration the solutions adopted in other organizations with the possible occurrence of mimesis.

Objectification consists of development of social consensus between decision makers in the organization at the semi institutional stage and the value of the structure from obtaining and analysing information and its dissemination in other organizations of the same field (inter organizational monitoring), implying the diffusion of the structure. At this stage, the leaders (defenders of change) play an important role, caring about the task of theorizing that aim to attribute general cognitive and normative legitimacy.

Hence, Sedimentation is characterized by the virtually complete propagation of its structures for a considerably long period of time.

Habitualization

All human activity is subject to habitualization. As Berger and Luckman (1967) stated, any action that repeated frequently gets casted into a pattern, which can then be reproduced with an economy of effort and which is apprehended by its performer as that pattern. These processers can be classified as being at the pre-institutionalization stage. As a result, the level of theorizing about proposed new structures in the initial stage of the institutionalization processes (habitualization) in organizations is low. The methods by which solutions are found vary greatly because of the diversity of the approaches adopted by individual agents. The failure rate of the institutionalization processes at this stage is high.

Berger and Luckman (1967) have emphasized reciprocal typification of habitualized actions by types of

actors leading to institutionalization. To say that a segment of human activity has been subsumed under social control. Since organizational decision-makers may share a common core of knowledge and ideas that make an innovation feasible and attractive, the adoption of given innovation may and often does occur in close association with adoption processes in other organizations. Organizations are experiencing a problem may, as part of their search for solutions, also consider solutions developed by others (DiMaggio and Powell, 1983). Imitation may follow, about there is little sense of the necessity of this among organizational decision-makers, since there is no consensus on the general utility of the innovation.

Objectification

The semi-institutionalization stage is characterized by the objectification of the new institutional element i.e. they become more dispersed and permanent within the organization (Tolbert & Zucker, 1996). Objectification occurs because organization in this phase are already using information about the results of the implementation in other organizations through monitoring and competing organizations and by working to increase its competence relative to competitors. Objectification also occurs by internally monitoring the results of the new structures.

Structures that undergo the objectification process become fairly well distributed. The new element being institutionalized in the organization at this stage (semi-institutional) is primarily distributed through formation, with a reduction in imitation processes. This normalization allows many new adopters to access the new element (irrespective of their initial beliefs). As a result, the group of adopters becomes heterogeneous.

Organizations may use evidence gathered directly from a variety of sources (the new media, first-hand observation, stock prices, and so on) to assess the risk parameters of adopting a new structure. To the extent that the results of structural change are expected to generalize, the apparent outcomes for prior organizations will be a significant determinant of the next adoption decision. Thus, objectification of structure is partially a consequence of organizations' monitoring of competitors, and effort to enhance relative competitiveness.

Sedimentation

Finally, full institutionalization occurs through the continued use, maintenance, and survival of the structure across successive generation of organizational members. Sedimentation is characterized by the virtually complete propagation of structures across the group, either in perpetuity or over a long period of time. Tolbert and Zucker (1996) stated, "Identification of factors that affect the extent of diffusion and long-term retention of this structure are therefore important to understanding the process of sedimentation" (p.184). As the authors note the opposition role that may actors attempt to play and mobilize against the new devices is significant in this regard.

Sedimentation is characterized both by the virtually complete spread of structures across the group of actors theorized as appropriate adopters, and by the perpetuation of structures over a lengthy period of time. The experience thus becomes readily transmittable. If the experience is shared by several individuals, it will be sediment inter subjective, may perhaps even forms a profound bond between these individuals.

Institutional Theory in the Current Study

In light of the above studies, it was apparent that there is less research done in the area of operations management to explore the institutionalization process of QMPs (Asif et al.,2006). Institutionalization of QMPs in Sri Lankan firms has not been studied in past research. It is worth to mention that Gamma Lanka practices a quality conscious cultural context with a great effort and enthusiasm. Through the pilot study it was revealed that QMPs and philosophies are embedded into the main organizational strategies of case

organization in a way they lead the entire organization towards a successful institutionalization.

Findings were gathered and analysed in light of institutional theory of Tolbert and Zucker (1996). Institutional theory lays focus on Habitualization, objectification and sedimentation (Tolbert and Zucker, 1996). According to the theory of institutionalization Tolbert and Zucker (1996) mention that, sedimentation is the stage, when routines are repeatedly reproduced over time ad they get institutionalized as taken for granted practices. Tolbert and Zucker (1996) have further emphasized that routines should be widely accepted in the organization for them to become institutionalized. When the routines are institutionalized, they become unquestioned way of doing things. This institutionalization of QMPs perceives the process of habitualization, objectification and sedimentation. QMPs can turn into routines, when overtime they become embedded in to the main organizational strategy and finally people accept them without questioning.

Asif et al. (2006) emphasize that institutionalization of QMPs is a productive area of research. In understanding the continuation of QMPs, the stages linked to institutional theory such as habitualization, objectification and sedimentation are important to investigate. The case organization of this study has been using QMPs for over ten years and this study explores on how and why QMPs has become an institutionalized practice in the firm. Therefore, in exploring the institutionalization of QMPs in Gamma Lanka, institutionalization theory of Tolbert and Zucker (1996) was deemed to be the most suitable. Seeing from this perspective, institutionalization of QMPs in the case organization shows evidence of successful institutionalization process with its core concepts such as habitutalization, objectification and sedimentation.

Summary

This chapter illustrated the theoretical framework adopted for this study. Accordingly, first it provided an overview of theory of institutionalization. Then the chapter discussed how institutionalization theory is incorporated in the field of management and how Institutionalization theory has been applied in the studies related to quality management. Finally, Institutionalization process is discussed in order to enhance the current understanding.

RESEARCH DESIGN

Introduction

This chapter illustrates the research design which the researcher has adopted for this study. First the chapter discusses the qualitative methodology, next the case study approach. Subsequently the research site (Gamma Lanka) is illustrated. Then the data collection methods, stages of data collection are elaborated. Subsequently, how the data is analysed is illustrated through the thematic analysis. Finally, the chapter depicts how the quality of the research has been ensured.

Qualitative Methodology

Qualitative research focuses on "how and why" research questions explored in real organizational setting (Lillis, 2008). In this research the underlying issues demand on understanding of social process and organizational process through which the QMPs of Gamma Lanka have been shaped, thus a qualitative methodology (Vaivio, 2008). With the naturalistic approach, the views of organizational members are appreciated and their shared meanings and the researcher's own interpretations about such views and meaning are included. Therefore, this analysis on the process of implementation of QMPs will incorporate not only the words and phrases of the actors but also their expressions, feelings and reactions.

Accordingly, the word "qualitative" implies an emphasis on the qualities of entities, processes and meanings that are not experimentally examined or measured in terms of quality, amount, intensity or frequency

(Denzin & Lincoln, 2000). Qualitative researchers acknowledge the socially constructed nature of reality, the intimate or relationship between the researcher and what is studied, and the situational constraints. By using perspectives such as interviews and observations a qualitative researcher can capture the individual point of views more closely (Denzin & Lincoln, 2000). Further they state that, qualitative researcher can gather a variety of types of data, all of which contributes to his or her understanding. As Silverman (2005) explained, the qualitative researcher can ensure a common belief that they can provide deeper understanding of social phenomena than data obtained as quantitative data. When the researcher, decided to use qualitative or quantitative methods and then they involve in theoretical as well as methodological decisions. These decisions are not only to how the researcher conceptualizes the world, but also to their theory on how our research subjects about things. Data will be gathered through in depth interviews, observations and document analysis to explore the given social contexts. By adopting a qualitative methodology, it is decided to focus on the QMPs and institutionalization and other related issues in a real world phenomenon.

Case Study Method

This research adopts the case study approach in line with qualitative methodology. Yin (2011) defines field research as an empirical inquiry, what investigates contemporary phenomenon and context are not clearly evident, and in which multiple sources of evidence is used. It is a qualitative, multi- aspect, in-depth study of one or two cases (Vaivio, 2008). These primary data collection methods or ounces of research enable an in-depth analysis of the organizational conditions; the study focuses on real processes which are not artificially created by researcher. And importantly, the research design is not totally structured, rather it involves along with the field of observations and the presentation of data includes relatively rich descriptions of company contexts and practises. The justification for selecting the case study method for this research is due to many reasons. According to Heras and Saizarbitoria (2011) the behaviour of QMPs can be analysed and understood if a wider organizational context is presented and it cannot be fully understood in isolation. Therefore, they have considered case study method as a qualitative, multi-aspect in-depth study of different cases. Accordingly, this study is based on QMPs and its process of institutionalization and therefore, it is focused on multi aspect. Further in order to study the process of institutionalization, an in-depth inquiry was needed in an organizational context. Owing to these reasons, the case study method was considered as the most suitable approach for this research.

As Yin (2011) a case study is an empirical inquiry that: investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon context are not clearly evident. It copes with the technically distinctive situation in which there will be many more variables of interest than data points and as one result relies on multiple sources of evidence, with data needing to coverage in a triangulating fashion and as another result benefits from the prior development of theoretical proportion to guide data collection and analysis. Moreover, it is stated that, questions such as "how" and "why" will be answered by using case study methods. In here the investigator or researcher has little or no possibility to control the events where contemporary phenomenon in a real life context is to be observed. Similarly, it is the aim of this research is to find answers to the research questions: How formally and philosophically QMPs are embedded in to the case organization? How have QMPs been institutionalized as strategic performance improvement initiatives in the case organization? These research questions emphasize the need to deeply analyse the organizational environment through building a face to face interactions with employees. And also a single case study method is important, to explore the above research questions as it enables an in – depth analysis of the organizational context.

Research Site

The research site, Gamma Lanka is a subsidiary of a multinational company which carries on its operations in Sri Lanka. The parent multinational company, Gamma Global is originated and established in Canada and possesses the ownership of Gamma Lanka. Gamma Global is the world's leading solid tire and track

Producer Company. At present the group of company is the second largest tire manufacturer and the largest solid tire manufacturer in the world. Gamma Local manufactures solid and pueumatic tires, wheels, compounds and rubber tracks. It has been awarded the "most outstanding exporter of Sri Lanka" given by the National Chamber of Exports of Sri Lanka (NCE) in 2007 and it has won the National Cleaner Production Award in 2011,2008 (NCC) silver. It provides over 5000 opportunities for employees. Natural rubber was used as the main raw material to produce the tires. At present the company consumes a significant percentage of natural rubber production of Sri Lank since last twenty-five years. At present the parent company has in cooperated ten subsidiary companies with their factory among ten countries through Asia, North and South America. The group of company distributes the products more than 10 countries under their logo. At present Nissan, Komatsu, John Deer and New Holland are some customers. Gamma Lanka is committed to serve its customers by consistently delivering high quality products at competitive prices by reflecting the ideas of leadership, honesty and long term thinking of Gamma Global (Gamma Lanka Web, 2017).

Although Sri Lanka has experienced a boom in production sector in her post war period, due attention has not yet been given to the global market, which needed to be stronger economically. Unfortunately, other countries already have got the benefits over Sri Lanka in the areas of labour costs availability of raw materials. Therefore, our local practitioners must find a strategy to be unique in the market to keep up the competitive edge. The best path for achieving this aim is philosophy of quality. When analysing all the quality initiatives the most commonly applied and widely recognized is the ISO 9001:2000 standard, according to the literature and ISO survey results up to 2017 (Herath, 2009).

Gamma Lanka is supported by dedicated team professionals for managing quality with international expertise and local knowledge. Since it is existed in a highly competitive industry, Gamma Lanka is highly focused on its performance; it has adopted innovative quality management techniques including new technologies to enhance its performance.

Data Collection

Multiple sources can be used for data collection in qualitative studies. In this study, data collection has been carried out using multiple collection methods such as conducting in-depth interviews and review of internal and external documents. Utilization of different data collection methods have derived the advantages of making the research findings more valid, reliable and compelling (Irvine & Gaffikin, 1998). The data was collected in two stages namely, the pilot study and main study. Initially the published documents of the research site were referred and its website was browsed to obtain a background understanding on its business, range of products, profit, turnover, nature of the completion faced, quality awards won, alignment of ISO 9001:2015 certification and more specifically its QMPs.

Pilot Study

Thereafter a pilot study was conducted to obtain a general understanding about how Gamma Lanka has implemented QMPs and to see whether the company enjoy the benefit of institutionalization of QMPs at present. During the pilot study the interview questions were general. Accordingly, Head of Quality Inspection and Engineering and Head of operations Management were interviewed during the pilot study. During the pilot study, quality conscious culture of Gamma Lanka was explained by the interviewees thoroughly, and majority of the top level designations were held by experienced and aged employees within the case organization. The interviewees claimed that still Gamma Lanka possesses the value system introduced by one of co-founders and of former directors of Gamma Lanka which is called as "Desheeya Chnithanaya" inculcating with quality management philosophy. It was identified that QMPs has been in use in the firm for over ten years and that it has become an established practice. Hence the focus of the study

was geared towards exploring the reasons behind the institutionalization of QMPs.

Main Study

Subsequent to these two pilot interviews, the main data collection was commenced to obtain more detailed data from the selected respondents. A total of twelve in-depth interviews were conducted with managers of various hierarchical levels including top managers, production managers and other functional managers. Ten employees of the "Quality improvement team" were also interviewed since they were the top most people of the organization who implement the quality related strategic decisions. Some of these respondents provided information regarding QMPs implementation at Gamma Lanka and this information was useful as it was a good opportunity to conduct interviews since they were in employment at Gamma Lanka at the time of implementation of QMPs. According to McKinnon (1998), careful selection of interviewees is important in qualitative field studies. Thus interviewees were selected by looking at the organizational chart, based on who would be in the best position to provide useful insights for the study. Table 4.1 illustrates the designations and the time spent on each interviews. And the shaded boxes in Appendix A illustrates the sections interviewed within the organizational hierarchy of Gamma Lanka. All the interviews were conducted as face to face at the corporate office and at the "Factory- I" of Gamma Lanka in Sri Lanka. These interviews were based on an interview guide which contained semi-structured and open ended questions. (Refer Appendix B for the Interview Guide). Through the probing questions, the rich in – depth data related to the research context was gathered.

Table 4.1: Details of interviewees

Designation of the Interviewee	Duration of the interview	Department
Director HR and Administration	20 Minutes	HR & Administration Department
General Manager	45 Minutes	General Administrations Department
HR Manager	15 Minutes	HR Department
Senior Production Manager	60 Minutes	Operations Department
Production manager – Factory-I	45 Minutes	Operations Department
Head of Quality Inspection and Engineering	60 Minutes	Quality Inspection and Engineering department
Quality Engineer	50 Minutes	Quality Inspection and Engineering department
Quality controller – I	30 Minutes	Quality Inspection and Engineering department
Quality Controller – II	30 Minutes	Quality Inspection and Engineering department
Finance Manager	10 Minutes	Finance Department
Employees (10 employees)	10 minutes each	Quality Inspection and Engineering Department & Operations Department

Source: Researcher's own construction

Data Collection Methods

Interviews

Interviews were main method of data collection in this research. Through which, it was able to capture different views of the participants of the organization. Probing questions were raised to gather new rich data (Vaivio, 2008). It helps the researcher focus on key informants, who are particularly knowledgeable of the issues. Purposive sampling allows decisions to be made about the selection of participants. A

comprehensive picture of the situation could be illustrated by using interviews as it provides a variety of perspectives on the research context and research problem.

Therefore, the respondents who were there during the period of institutionalization with skills and knowledge of QMPs were selected and interviewed based on purposive sampling. Tedddlie and Yu (2007, p. 77 as cited in Anney, 2014) stated positive sampling is the technique mainly used in naturalist inquiry studies and is defined as "selecting units" (e.g. individuals, groups of individuals or institutions) based on specific purposes associated with answering a research study's questions". It helps the researcher focus on key informants who are particularly knowledgeable of the issue under investigation because purposive sampling allows decisions to be made about the selection of participants.

These interviews were semi structured and in-depth interviews in nature and each one lasted for 10 to 60 minutes. There was much difficulty in establishing contact and gaining appointments for interviews as these managers are usually busy with their operations under demanding time constraints. However, during the interview sessions, those managers provided useful information related to the study given their past and present positions and the decisions made by their respective capacities in relation to QMPs. The interviews are also voice recorder after obtaining permission from the Director HR and Administration when handling over the interview guide. Also from each and every interviewee oral permission was obtained before recording. A list of the interviewees is presented in Table 4.1 and the interview questions are shown in Appendix B.

Documentary Analysis

Documentary analysis includes the analysis of documents in the form of annual reports, financial accounts, minutes of meetings and other internal documents which includes internal memos, reports, manuals, written instructions and official news letters in the organization (Vaivio, 2008).

In the context of Gamma Lanka, data was reviewed from press releases, annual reports, minutes of meetings, ISO 9000 standards manual, training and development manuals, QMP related documents and website of the case organization to gather supportive information to address the research questions. Specifically, these documents provided background information and factual data which contributed to the investigation to understand the problem. ISO 9000 standards manual, training and development manuals, QMPs related documents were reviewed to understand the institutionalization process of QMPs. In addition to that, information regarding the formal organizational processes, procedures, specific issues being disused in the meetings changes that had been successfully implemented, and the type of training given to employees were useful in achieving the research objectives in this study.

Maintaining Quality and Rigor of Qualitative Data

To ensure the trustworthiness of the inquiry findings, the reliability, objectivity and validity (i.e. internal and external) will be considered by the quantitative researchers. In contrast, qualitative researchers consider that dependability, credibility, transferability and conformability as trustworthiness criteria to ensure the rigour of qualitative finding.

Vaivo (2008) has mentioned that a qualitative research requires a great deal of time. The significant amount of time spent in the field should not be considered as a waste of time, as it ensures the validity of data. According to that, this research study has allocated 11-14 hours for conducting interviews and significant time duration for gathering data through documentary analysis. This extended time spent in the field help the researcher to gather rich data and also to ensure quality of the research. Confidentiality of the responses of interviewees was ensured while assurance was given not to disclose their names. It was expected that the interviewees will express their ideas freely with rich in-depth opinions and ideas about the given

phenomenon. Moreover, the data collection methods were exhibited in detail mentioning the people interviewed, time spent, why and how they were selected for interviewing also included clearly. Then readers of this research can have a clear understanding on the data collection process of this research. (Section 4.5.1 and 4.5.2). In addition, all the interviews were tape recorded and detailed notes were taken down. And also during the interviewing process interviewee's expressions, feelings and reactions also vigilantly observed. Further it is important to mention that Saunders et al. (2007) emphasized that validity is concerned by the results and findings of a study. Credibility or internal validity in a qualitative research is explained by this question." Are we measure and observe what we supposed to measure and observe?" the reality in qualitative research is constructed, multi-dimensional and ever changing. And also there are different interpretations for reality. Several strategies will be employed to ensure that the findings are valid and match reality.

It is hard to confirm external validity and generalization in case study based qualitative research. A qualitative study is focused on transferability. Transferability refers to the degree to which the results of qualitative research can be transferred to other context with other respondents. If the researcher mentions a detailed description of the inquiry and participants purposively, it enhances transferability of the research. This case study provides sufficient details; therefore, the reader can assess transferability of the findings of this context to other contexts.

Dependability refers the interpretation and recommendations of the study to make sure that they are all supported by the data received from the informants of the study. In this research, findings are dependent from the data collected based on Gamma Lanka.

Further, the study of Vaivio (2008) stated that data triangulation or multiple sources of data will facilitate to obtain an in-depth understanding of the phenomenon in question while ensuring validity. And also Yin (2011) further emphasizes that triangulation helps the researcher to reduce bias and it cross examines the integrity of participants' responses. And it is noteworthy to mention that, interviewees opinions were cross checked with documentary evidence such as ISO 9000 and QMPs related documents and web site of Gamma Lanka. In this research the cross checking and data triangulation are employed to ensure the credibility and quality of the research.

Data Analysis

Data analysis needs to be done with rigor, care and great deal of intellectual and strategic thinking (Mason, 2002). Data analysis provides information on how the data collected from the field. The thematic analysis of Braun and Clarke (2013) was used to analyse the data.

All the field notes, transcripts of interviews accompanied by the documentary evidence were carefully analysed to understand how institutionalization of QMPs in the case study firm took place. Data recorded in the interviews were voice recorded using a voice recorder was transcribed for this analysis. By containing date, duration of the interview and the managerial position interview transcripts were produced. Then all the collected and transcribed data were read and familiarized while taking notes of items. Coding data is the formal representation of analytical thinking. It involves grouping the previously categorized data into a smaller number of explanatory themes in this research. The coding techniques were manually and focused on the themes of the research questions and the theoretical background to the research. Through this comprehensive review, some important themes were identified. Then these themes were further drilled down to categories to facilitate the analysis process.

A qualitative research does not have a distinct set of methods or practices (Denzin & Lincoln, 2000). Similarly, according to Lillis (1999) it involves a process of summarization, classification and interpretation which is less structured. The important themes were identified through a comprehensive analysis of this

research. Next, those themes were further analysed to categories in order to facilitate the evaluation process. Then, the broad themes and categories which derived from data were arranged in line with the theory of institutionalization. And also, the data was coded giving words or phrases for group of ideas expressed by different interviewees. In order to do a formal representation of annual thinking. Then it enables grouping the previously categorized data into a small number of themes to reflect the research questions and theoretical background to the research.

As mentioned earlier, the thematic analysis of Braun and Clarke (2013) was carried out in this study to analyse the data obtained by the interviews. Accordingly, the following steps were adhered when analysing the data.

This research study is a qualitative study and the theoretical framework of institutional theory was used for formulating research questions while paying the attention to issues outside the interview questions. The institutionalization process of Tolbert and Zucker, (1996) is the theoretical frame work related to this study in on order to make sense of the data. The broad themes and categories were identified based on the key theoretical concepts of institutional theory and critical QMPs which facilitates to Institutionalization in the case organization.

Accordingly, key themes identified in this study were habitualization, objectification, sedimentation and implementation of QMPs. Firstly, key themes were identified in this study. subsequently sub themes of this study were identified as shared business principles, localization of QMPs, being customer focus, values embedded with the philosophy of quality and application of ISO 9001:2015. Then the field data was organised around under these key themes. This substantially helped to accomplish the two research objectives on this study.

Summary

This chapter illustrated how was this study conducted. First it focused on the qualitative methodology and then the case study approach was discussed while explaining the suitability of adopting qualitative methodology and case study approach for this study. Then the data collection methods and data collection stages were elaborated. Subsequently, the data analysis section explained how the thematic analysis was used to analyse data and finally, how the quality of data was assured is explained.

RESEARCH FINDINGS AND DISCUSSION

Introduction

This chapter illustrates the findings of the research. The findings of this study are presented in terms two major themes identified as implementation of QMPs and institutionalization. Accordingly, sub themes are identified as shared business principles, localization of QMPs, being customer focus, values embedded with the philosophy of quality, application of ISO 9001:2015 in relation to the major theme of implementation of QMPs. Simultaneously, habitualization, objectification and sedimentation are identified as subthemes in relation to the major theme of Institutionalization in order to achieve the research objectives of this study.

Findings in relation to QMPs which have been Embedded in to the Case Organization

As stated in the previous chapter, implementation of QMPs has been identified as one of major themes, in order to answer research question one i.e. How are QMPs formally and philosophically embedded in to the case organization? Accordingly, data related to the implementation of QMPs was gathered under following sub themes.

Shared Business Principles

At the beginning, the co-founder of Gamma Lanka had inspired the production department to implement some quality related programme to assure product quality which create competitive advantage and survival of the entity. The document review and the statements obtained from interviewees evidenced that the founder had the real motivation to introduce such a system.

As mentioned in the beginning, Gamma Lanka has managed production quality from the beginning, in order to make the products fit for the market, especially for the international market. The first tire factory which was named as "Factory one" has fulfilled the basic quality inspection functions at that time. During that time the quality practice was referred as "Quality Assurance" or "Quality Inspection". With the time and experience, the company was expanded gradually. As a result, the management has realized the importance of implementing QM as a system need, when the factory was expanded. As a result of the system need, quality management principles aligned with ISO 9000 standard have been introduced. The interviewees highlighted the extensive involvement of consultants in introducing and developing it within the organization. The quality management is also a concept which is subjected to evolution. Accordingly, the Quality Management Concepts are being introduced in the year 2000 have been aligned with ISO 9000 standard by the company.

The Director HR and Administration stated:

"In the QMPs before the year 2000, we had some sort of quality management program; even now we continue some important features of that particular program with some technical modifications. However, before the year 2000 the employees were appreciated on the work they did and evaluated on the individual basis. Earlier, we were not keen in setting preventive mechanisms in order to prevent the quality issues. Just inspected the quality after the final product is made just like "a post-mortem". The involvement of TQM was very preliminary".

When discuss about the structure of Gamma Lanka, its corporate office was located at separately. And three factories are located near around the corporate office except one factory which is located at down south. All the four factories are governed and control by the corporate office as per the instructions of corporate headquarters located outside the country.

The Production Manager who works for Factory one: started his discussion as:

"The QMPs gradually evolved in the organization over the years and it leads to create a quality conscious culture to the organization".

With the interviews of other functional senior managers and through document review during that period it is suggested that the ISO 9000 standard aligned QMPs was driven by group of enthusiastic managers of the company, with a team of outside expert consultants.

Supporting these ideas, the Director HR and Administration at corporate office has vast knowledge on the QMPs initiated changes to it in the year 2000. He shared his views about the QMPs:

"The quality considerations such as Gamma Lanka are being embedded within Gamma Global as a result of the parent company. As we all know that Canadian culture is well – known for quality. Therefore, these quality concepts are embedded in Gamma Global situated and subsequently it is transmitted to Gamma Lanka through its shared business principles".

These quality considerations were embedded into the culture of Gamma Lanka and shaped its quality

systems and controls related to it as a result of the stimulus of the quality orientation embedded in the parent company.

Localization of QMPs

The Head of Quality Inspection and Engineering has a satisfactory practical knowledge on QM and he elaborated how the QMPs inculcated to the organizational culture:

"I worked in a leading production company for 19 years. In that company also I have taken a main part in introducing TQM in the year 1998 and the implementation was successful. Therefore, QMPs are a powerful tool developed by Japanese culture. It creates the business results in a very positive way. So it is a leading management philosophy which drives the entire organization towards the success. Only thing that we have to realize in this journey is, when we implement an internationally developed tool, technique or concept, it is necessary to look at, how to localize the concept to the organization in a way it accommodate local people and system requirements".

A Common tool to Measure Employees' Performance

The managers of Gamma Lanka identified the benefits of QMPs which help to improve the employee performance with the training and development.

The Production Manager who works for Factory one, stated that:

"We have linked QMPs into performance measurements which are termed as KPI (Key Performance Indicators). I am responsible to evaluate KPI in our department and then translate to the company overall Quality Policy. Quantitative measures are just targets, and broadly customer satisfaction depends on how well we perform in terms of qualitative. Implementation of QMPs is a hierarchically top down model which should be rooted in an organization. The top management needs to facilitate qualitative and quantitative facilities and these QMPs should be rooted and internalized in the organization in order to ensure a successful implementation, thereafter ensure the process of institutionalization".

In the year 2010, Gamma Lanka's QM team developed the "KPI related accidents preventive suggestions" system. In here, every shop floor level employee should identify accident proven areas or activities in the production flow. Specially, it is worth to mention that, the respective employee's task is only to identify, not to take actions. Their performance will be evaluated based on the significance of their identification. Actions will be taken by the Department of Maintenance and Safety. Moreover, HR department developed a manual on the QM practice in Gamma Lanka based on the ISO 9000 standard and uploaded it to the system. The manual explains how to implement QMPs and it serves as a guide for the executives to implement and practice QM in their division from adjusting it to the cascading process. The conceptualization of QMPs is done by the top management.

Legally, the HR department is responsible for documentation of training records carried out for employees. Regular training sessions were held in each department, every month and also workshops will be conducted for all the employees. Employees are responsible to attend these programs based on their convenience and without interrupting to the main operations of the organization. The employees have to score marks based on their participation and achievements related to training. It is worth to mention that the marks will be added to both the employee and attached department even though the employee individually participates for the given training sessions.

The HR Manager also reinforced these comments by sharing his experiences:

"QMPs can be considered as a common tool to measure people's performance. QMPs added a value to the organization and employees. In our company, the QMPs are well aligned with strategy and helps for performance evaluation".

Overall Quality Policy

The production department amalgamating with the quality inspection and engineering department is playing a major role in this regard.

Accordingly, the experiences shared by the Senior Production Manager was:

"Our quality policy is our overall company's quality policy, and it is not limited even with department of production or department of Quality Control. We created the overall company's QMPs where all the KPI are initiated with top level people and consultants and other resource persons. Especially it should be noted that, our Quality Philosophy was driven by the top level and it was aligned with our main organizational strategies and goals. From there every department is given their department specific quality philosophies and it had been cascaded down to the operational level meaningfully".

Based on the interview evidence and documents reviewed, the policies, structures, systems and applications of QMPs was clear.

Accordingly, the Head of Quality Inspection and Engineering stated:

"QMPs were transferred to individual evaluation in the year 2010. All departments were involved in QMPs implementation, because if there is a change it should be right across the entire organization. QMPs were implemented by Production Department in a way it covers all the departments. All top, middle and operational level employees should get involved; it is a top down approach. Time to time our quality management system got changed according to the requirement of ISO 9001: 2015 standard requirements. Based on the changes of the ISO 9000: 2015 standard, each and every divisional requirement, core activities, internal area and customer handling methods are varying in a way it can be accommodated the changes. Moreover, internal training requirements were also identified based on the changes of the standard".

Specially it is worth to mention that, the requirement categories of ISO 9001: 2015 standard are customer focus, leadership, engagement of people, process approach, improvement, evidence – based decision making and relationship management. Gamma Lanka has put these standard requirements into a PDCA Wheel, emphasizing the importance of customer requirements, organization and its context and also needs and expectations of relevant interested parties in order to achieve customer satisfaction and products and services (Plan – Do – Check – Act). All the department managers have emphasized that the QMPs for the whole company cascaded to the individual level, in order to routines the QM embedded day to day routines with the people.

Based on the above interview quotes and documents reviewed, the researcher is in a position to state that while there are some technical justifications for QMPs implementation in Gamma Lanka, the specific choice is also largely influenced by the disseminator of the QMPs and industry associations. Positive attitudes possessed by the top managers of Gamma Lanka helped secure an initial support for QMPs implementation.

The General Manager further elaborated:

"QMP has to be in the company, which is effective. QMP is an effective tool which, evaluates the employees

face to face, suggestions, negotiations and compromises with evaluation. Rewards are based on QMP. QMPs ensure transparency in our company. I have identified QMPs as successful in our company based on that we effectively measure the performance. We disciplined the employees in to a systematic process".

It is understood that, as the above interviewee explained, a number of organizational actors believed that QMPs helped Gamma Lanka to create a modern image and gain a competitive advantage.

The HR manager further explained:

"Particularly when we exist in the competitive industry, we have to drive our organization from the top. By using the concepts like QMPs, we can drive our employees. Every employee performance is accountable and valuable in creating this concept, no one can escape".

Being Customer Focus

Therefore, it is evident that Gamma Lanka's top management decision makers using their understanding ensured that there is a relationship among the QMPs, organizational needs and customer requirements. Further the Quality Engineer, who is a qualified MBA degree holder in addition to his basic degree related to Engineering, stated that he has gained the knowledge of QMPs through his MBA studies and has applied it to craft the QMPs as suitable to the entity:

"The implementation success of QMPs is dependent on the company. For Gamma Lanka, it is suitable to adapt the QMPs, as it meets its customer requirement as a BOI approved company while satisfying their employees. As per the research findings, the major pillars behind the success of any giant organization are "satisfied customers" and "trusted employees". Based on strategies of our company, the QMP covers those".

In contrast to these positive words, some interviewees expressed negative views on the QMPs implementation and its developments overtime.

For instance, Finance manager said:

"I do not perceive a massive change. Practically, there is a huge cost on leadership development and training. And also, the company spend high on capital formation. We do not have a proper measuring system to capture the cost against the benefit. Our monitoring systems are not properly designed and properly maintained".

In order to mitigate these negative attitudes, regularly the HR department obtains opinions from various managers on their involvement on QMPs. According to The HR manager, every departmental manager has to present their department QMPs, in monthly review meetings and discussions are held. Under document review the researcher understood that the QMPs manual is available in the system and employees can go through it. Moreover, the entity conducts workshops and training for employees and the QMPs awareness programs are held with senior managers of Production and Quality Management and with other senior managers in all departments. The meeting minutes and email conversations reviewed, help to understand how Gamma Lanka strives to get employees committed towards QMPs. Therefore, the negative comments on the QMPs represent the views of the minority and the most managers expressed positive words.

Values Embedded Quality Philosophy

The QMPs played a major role in improving the company's image. As the interviewees and document

review noted, Gamma Lanka has implemented QMPs to ensure quality and it is ensured that it is moving from the right direction. The relationship between the QMPs and the company's performance and image is observed in the following quote by reviewing the company Web:

"Our values embedded with the philosophy of quality will be empowerment – every day we ask ourselves: is there a better way? Commitment – we do what we say with excellence. Teamwork – as a team, we win when everyone is fully committed. Integrity – we do what's best for company and our customers".

Application of ISO 9001:2015

The organization has mainly used QMPs in order to be aligned with the ISO 9000 framework. Based on interviews and document review, it was noted that Gamma Lanka has faced many challenges in implementing QMPs. During the year 2010 there was a transition period. The Head of Quality Inspection and Assurance explained:

"Currently we implement and enjoy the benefits of QMPs in line with ISO 9000 standard. Mainly we have targeted four perspectives. We have coupled our evaluation and employee development process (leadership training and development) with QMPs. And KPI are mainly measured based on contribution towards company objectives and quality management philosophy. Our QMPs are mainly align with company overall strategies and goals in order to see a long and broader direction. Then this quality management based strategies have been cascaded down to the operational strategies in order to make it routines to each and every individual. When creating quality concepts, routinized practice, the leadership, and training and development play a major role. Because the top management have identified that, the personality of the individual can be changed in a positive way only through a behavioural change".

Findings in relation to How Have QMPs been Institutionalized as Strategic Performance Improvement Initiatives

As stated in the previous chapter, institutionalization of QMPs has been identified as one of major themes, in order to answer research question two i.e. How have QMPs been institutionalized as strategic performance improvement initiatives in the case organization. Accordingly, the findings will be discussed according to the institutionalization theory. Henc,e Habitualization (pre institutionalization), Objectification (semi institutionalization stage) and Sedimentation (full institutionalization stage) will be identified as main themes which facilitate the institutionalization process relates to the institutionalization theory and findings are organized around these major themes/theoretical concepts.

The institutionalization theory of Tolbert and Zucker in the year 1996 will be utilized for the analysis of the institutionalization process based on the stages of Habitualization (pre institutionalization), Objectification (semi institutionalization stage) and Sedimentation (full institutionalization stage)

Habitualization

New processes, new rules, new concepts, innovation and new systems

The processes result in structures can be classified as being at the pre- institutional stage. Especially within the habitualization stage, new processes, new rules, new concepts, innovation and new systems will play a significant role within the structural, technical and organizational culture. During the first period (2000-2010) which corresponds to the introduction stage of QMPs in Gamma Lanka, the imitative processes that resulted from the first pilot schemes and the adoption of new structures have played a major role.

Directed by Managers not the Consultants

The Senior Production Manager explained:

"When implementing QMPs in the year 2010 amalgamating with ISO 9000 standard, we have got the involvement of an external consultant team. The lack of understanding which was seen even among some functional managers, due to the fact that, they did not have much involvement with the external consultants throughout the process. A detached attitude to ISO 9000 manifested because the consultants were responsible for writing most of the ISO 9000 documentation, rather than guiding employees in the client organization to produce their own procedures and work instructions. Most of the responses given by the employees at that time had indicated that the bulk of the documents were prepared by the external consultant".

Specifically, this stage was a transitional period for the whole organization and its employees lost trust about the newly initiated structures. During this period, significantly the management took the responsibility and they were able to direct the consultants in order to get the maximum benefit of their expertise and involvement of employees when designing and implementing the ISO quality management system. If these directions were not come from the management, then the consultants would be prepared the document because, Quality manual preparation is more convenient rather than training and guiding the employees. At the same time, management of Gamma Lanka needed to have a clear and precise understanding about the standard itself to direct the consultants. It a pleasure to mention that management of Gamma Lanka could direct them sufficiently. Unfortunately, if management was not in a position to do so, then they would be directed by the consultant, which is a common problem for large failure rate of QMPs implementation for most of organizations in Sri Lanka.

Some Changes were done by Employees

Further, Quality Controller – I stated that:

"I believe what they have initially given is somebody else's system and with practice we have improved it".

When the standard is implemented, relevant changes to the documents and systems were done by the employees themselves as mentioned in the interviews. And the level of ownership and control gas been granted to the employees. But most of the time employees had to do some changes, because they did not have any other choice as the consultant had been involved only until receiving the certification. According to the given reason these employees had learnt the standard requirements properly and get involved with the system.

Organizational Members have Improved QMPs

Further, Quality Controller – II confirmed that:

"we have got an alien system and with our experience and leaning we could develop it".

Different types of forces exerted pressure, for instances consultants, competitors and market forces had an impact on main operation of the factory. Initially the employees and management might be satisfied with the consultants' performance, since the organization had very little hassle to deal with, but later on this could create problems, when they start to manage the system themselves.

Moreover, the senior Operations Manager said:

"The mismatches between actual practice and the documented procedure have been managed by allowing

the process owners to get involved with the consultant during the document preparation and implementation of the standard".

QMPs as a Part of Main Organizational Strategy

The HR manager then elaborated:

"When establishing QMPs, the top management wanted to get the involvement across the whole organization as a part of main organizational strategy. Even though quality management systems are executed by operations department with the assistance of consultants, they have targeted to include the entire organizations performance measurement system to that".

It was found that the organization has already implemented other management system called "SAP" which they found as an immense help during the implementation of ISO 9000.

The general manager mentioned that:

"We are certified for SAP and SAP is giving more control to QMPs in a favourable way. In most of the elements of QMPs also we have linked to SAP transactions. So than the other organizations, we feel that our QMPs are more practical because SAP is also giving a lot of inputs for QMPs".

It is evident that even though it has provided the extra strength for the quality management system of ISO 9000 to be more effective, that cannot be considered as a compulsory requirement to implement some other management system prior to implementation of ISO 9000, but the in the reality it gives an extra support when you have a sophisticated system already functioning in the organization.

Habitualized behaviour applies to the way in which individuals perceive the introduction of QMPs system embedded with their performance management system across Gamma Lanka. However, initiation of a new system is a challenge for the organization and also moving from pre institutionalizes stage of habitualization to semi institutionalized stage of objectification is also a challenge to the organization.

When discuss about the pre institutional stage, habitualization of behaviours and actions may inhibit the adoption and diffusion of the QMPs across Gamma Lanka. Effective implementation of QMPs will bring lot of benefits for the entire organization by facilitating to create a quality conscious culture.

Objectification

KPI related Performance Measurement System

The second stage of the process is where the generalization of the meanings of action is described as objectification. It occurs in juxtaposition with the diffusion of structure. This is one of main component of the process of institutionalization. Consists of the developments of social consensus between decision makers in the organization on the value of the structure from obtaining and analysing information and its dissemination in other organizations of the same field. At this stage, the leaders play an important role, carrying out the tasks of theorizing that aim to attribute general cognitive and normative legitimacy.

The general manager stated that:

"We have monthly review meetings every month. We display the individual KPI related to their respective department and company QMPs on the big screen. All the senior managers are participating and discussing the strength and weaknesses. Currently employee resistances are low. But initially people were reluctant and not ready for change. What we did was, we gave time to understand the concept. Training sessions,

workshops were conducted for both managerial workers and non-managerial workers. Employees had the freedom to discuss their views related to KPI and quality aspects. Target settings are done in one to one meetings to decide the targets. Head of departments and senior officers must manage their units. Every month target setting developments plans have to be discussed in each department".

Leadership and Top Management Involvement

One employee explained their views on the changes as follows:

"I have 19 years' experience with this organization. Initially we are reluctant and not happy to accept the new changes. But managers from all the departments were committed to change. All involve in QMPs implementation. Workshops and leadership training and development programme were organized and successfully conducted".

Based on the study conducted by Caisir, (2007) mentioned that, top managers should be educated about new approaches of ISO standard, which confirms the results of this research study. Heller, (1999) mentioned that effective leaders must therefore make use of employees' innate desire to be committed to excel to seek responsibility and to use their mental powers by means of setting an example by their own conduct as managers, which clearly shows that the leadership and involvement of top management is a crucial ingredient for any quality initiative to be successfully implemented.

Most of the training programs conducted by Gamma Lanka have been extended to long period of time. And importantly it should be mentioned that, these training programs are conducted as training certificate courses. According to Fallon, Berman and Allen, (2003) awareness and training sessions should be held when QMPs are introduced.

Meetings with Employees

The QMPs are perceived as a successful philosophy for innovation, where it is defined as an effective solution to the companies facing difficulties in implementing effective performance measurement tool. Tolbert and Zucker (1996) argue that persuasive and effective theorizing efforts need to provide evidence that the change is actually successful and can be adopted more broadly.

The HR manager said:

"Meetings are conducted with employees. The reviews are communicated to the employees. Employees can comment in the final review meeting. Comments are discussed. Employees are aware how the evaluation is done. This is monitored monthly. Implementation guidance workshops are given. Freedom has given to the department to decide the KPI. Internally several methods were implemented to capture the weaknesses".

Through the findings, it is understood that the QMPs have been implemented and diffused across different manufacturing units, at varying levels, organizational structures are likely to become isomorphic overtime. Interested parties will seek best practice examples of how innovation will enhance quality and will it be transmitted across the industry and in the wider society. It is evident that within this model, further diffusion of structures is subjective to objectification during the semi-institutionalization stage.

Sedimentation

Full institutionalization is reached at the stage of sedimentation. This is where structures reproduce themselves and become taken for granted in the broader society and at the level of organizational field and by individuals themselves.

Employees' Personality Development through KPI

In this regard the Senior Operations Manager added:

"Our subordinated have freedom to communicate, if anything is missed or does not satisfy them with regard to the evaluation, then they have a freedom to discuss with their supervisor. Therefore, practically, the implementation of QMPs is effective. Our main force behind the success is KPI driven performance system. Therefore, KPI should be revised frequently, in a way it can accommodate the changes. And it should be flexible. And most importantly, our employees can extract their hidden inner skills out. As a result, they can find out their outstanding personality".

Special Training and Development Centre

Most of the interviewees accepted that QMPs are a useful concept which has a significant practical value to the organization.

For instance, Finance Manager stated:

"Each month we spend a huge amount of money for training sessions and we have special training and development centre for arranging and conducting workshops, seminar and courses".

HR Manager further confirmed this view as:

"Our training and development costs are very high. But we do not consider it as a cost, actually it is an investment on human capital by achieving a long term behavioural change".

At last, the diffusion of the practice through training programs is done at all departments of Gamma Lanka, which assist to carry out performance measurement tasks routinized.

The production manager who works for factory one further explained:

"Our KPI targets are set monthly as a part of the overall long term strategy. Monthly reviews are done individually and department-wise. The organization practices "open door policy". And also our employees have freedom to discuss. Our QMPs are aligned with the overall strategy in order to create the strategic fit. Our QMPs have derived our organization towards the success".

Routinization of QMPs

Importantly, it should be noted that, the QMPs are incorporated into Gamma Lanka's procedural guidelines, processes and structures. And QMPs have become day to day activities of the organization; by translating them in terms of rules and routines.

The Production Manager who works for factory one further says:

"You won't believe actually, in every two months' time like we have audits, based on ISO. We have lot of standards, so thereby information of quality management is on their fingertips, every time they are alert".

Further the Senior Operations Manager says:

"Most of the time these changes were implemented through the employees and their suggestions were also

entertained by the management. This made them realize that these changes were made based on their ideas; that is why they didn't resist".

In evaluating Gamma Lanka, QMPs are integrated into the company's managerial and operational practises. According to many interviewees, the main reason for the successful implementation and sustainability of the QMPs were the management style adopted in the company and long term based training and development programs, leadership training and quality conscious culture. Majority of the managers have concluded that they have successfully implemented QMPs through routinization of QMPs.

The organizations seeking for ISO certification can be broadly categorized as internal motivators and external motivators. Internally motivated organizations look for genuine improvements in operations, while externally motivated organizations look only for a certificate on their wall which gives short term benefits.

The Head of Quality Inspection and Assurance discussed that:

"When we go through the standard, we realize that this quality management system is very good for applying ourselves to improve productivity and get other advantages".

The Quality Controller – II further claims that:

"QMPs are routine activities in our organization. Our QMPs are inculcated to our daily activities".

Internalization of Quality

Further the Head of Quality Inspections and Engineering confirmed that:

"It has certainly become a part of their day to day work, because Quality has been internalized to their live as a result of work at a quality conscious culture. Our most of employees have lengthy service period with Gamma Lanka".

Further General Manager said that:

"Of course I am not a finance person, but I think there must be a great improvement due to ISO implementation. And also there has been a tangible difference but I don't know how I can tie it up to finance, because for example customer complaints have reduced as far as I am concerned and for me that is important. And same complaint does not get repeated because it is documented, so I believe there is a financial implication when you don't make the same mistake over and over again".

Discussion

Most of the literature related to QM notes that major factor for implementation failure in QMPs is lack of strategic fit between main organizational strategy and QMPs (Asif et al., 2009). And importantly, it was found by the researcher that during the pre-institutional stage itself the overall quality philosophy should be aligned with the main organizational strategy in Gamma Lanka, which is the most important pre-requisite for any business that will prevent most of the issues related to implementation of QMPs. In line with this reasoning, quality is not the operational responsibility but the conceptual level decision and responsibility. The process of institutionalization offers a useful conceptual lens to conduct a case study based on QMPs in this research. At the pre institutional stage (habitualization) the researcher has basically concerned how new systems, new processes, new roles, and new concepts have been established with upper managerial assistance. From this study it was revealed that, a main organizational strategy linked QM philosophy

creates a strategic fit among company activities. Therefore, during the pre-institutionalization stage itself, the top management should realize clearly QM as a top managerial level concept, therefore QMPs should be coherently fitted into main organizational strategy and QMPs are to be implemented as an "integrated QMP". Then QMPs will not be isolated quality tools and techniques which leads lots of failures and poor implementation results for the company. This pre institutional stage is critical and it is a pre requisite for moving to the next stage of objectification. And QMP has widely accepted across the entire organization, while improving the product quality. Along with that, identifying and delineating the factors that affect adoption and diffusion and long term retention of a structure is a key pillar in the process of sedimentation. The General Manager of Gamma Lanka by representing all the functional managers' views, he climaxes the strength of QMP getting institutionalized as follows:

"While implementing and maintaining ISO standard based QMP, we could lead the system, people and structures of entire organization towards the success by creating strategic fit by integrating the QMPs with organizational strategy, which is currently identified as a competitive weapon for Gamma Lanka. Our main aim is integrating people with quality. If our entire workforce has internalized the concept of quality in to their mind and body, then we can see the characteristics of quality everywhere in the world".

Moreover, when analysing the implementation of QMPs of Gamma Lanka this research study found the right cultural aspects, which forms the essential ingredient for a successful quality management initiative such as team work, friendly environment, trust in the management and understanding. The massage of ISO 9000 implementation was communicated using awareness programs, meetings and discussions as mentioned by the managers and senior employees. And also, the organization has clearly understood about the way employees behave during the implementation of a new concept, and they have given ample of opportunities for the employees to develop an understanding about the standard and its requirements through discussions and meetings.

In such a situation, the organization has provided a vast opportunity for its human resources through leadership training and development programs and employee empowerment. In the organization there is vague awareness of the concept, philosophy and specific context among the top management with the longer term perspective and close visible involvement during implementation.

Image of the organization plays an important role in the performance of the organization as, organization tend rely more on organizational image than tangible product itself. As LeBlanc and Nguyen (1996) mentioned image is something which forms in the minds of the consumer through a procedure whereby information is processed and organized into meaning on the basis of stored categories, this gives the organization an advantage over the other competitors when competing in the market. Once the standard is implemented, relevant changes to the documents and systems were done by the employees themselves as mentioned in the interviews and this has given some level of ownership and control to the employees.

Further, the findings indicated that most of the employees are highly committed to the organization from the fact that being in the organization for longer period. Further it has identified three factors in commitment according to the literature. They are, affective commitment – is the emotional attachment and involvement of individuals to organization, continuous commitment – refers the consideration of costs associated with leaving or the rewards for staying within the organization and normative commitment. – occurs with the feelings of obligation to remain in employment. In Gamma Lanka it was identified through all the employees irrespective their organizational levels in the organizational hierarchy.

Employee Involvement, is also identified as major finding which the organization has utilized the employee contribution during the implementation stage and employees have the chance to participate for the decision making process or problem solving as applicable.

In this context, internal and external motivators have been identified as the reason for getting certified. Internal motivators look for genuine improvements in operations while, external motivators look for a certificate on their wall which gives short term benefits. A study conducted by International Labour Organization clearly indicates the importance of having a safe and clean work environment inside the organization. It is important to mention that "good housekeeping" can be seen in Gamma Lanka as the starting point of all the quality programs, because Gamma Lanka strongly believes that quality only can be nurtured in a sound and orderly environment. In such environment, it is easy to cultivate healthy attitudes towards quality improvement throughout the entire company. In order to maintain any quality initiative, the primary requirement is a clean and orderly working environment. Gamma Lanka has implemented and still practicing 5s system, which is the Japanese method of good housekeeping specifically mentioned about cleanliness of the work environment, prior to the ISO 9001: 2000 implementation. This is confirmed by Chen and Lu (1997) the 5S program was implemented as a starting point for all quality programs.

Through adhering to these principles, Johnson (2003) states many organizations today under severe pressure to proceed with organizational transformation in order to cope with increasing rates of environmental change and turbulence. Forces of the external environment such as customer pressure, competitor pressure and mandated quality registration have an effect on the organizational change.

Because of pressure exerted by the customer or competitor, organizations can implement ISO 9000 as an in-depth manner or as a superficial exercise. Superficial level implementation is a short term solution and within that short time period one cannot achieve an in depth transformation. This condition can give rise to unfavourable conditions, implementation failures which are visible only after receiving of the certification. However, in depth transformation is a must for the long term success of quality initiative. For an in-depth level implementation, which is more beneficial for the organization in the long run, the implementation should be a transformational one. Jonson (2003) confirmed that for such a change, longer time period is required and that cannot be allowed as the organization is expecting to gain the certification within a very short period of time as the customer is pressurizing.

Further he says that, to qualify as a transformational change, the majority of individuals within an organization must change their behaviour. Poole (1998) has also confirmed that agility and rapid response are important to meet customer's demands, but not all organizations are able to make successful transformations. By considering these facts, it is obvious that Gamma Lanka is successful in achieving a transformational change while changing the behaviour of their employees from the year 2000.

At the same time, Gamma Lanka has been engaging in QMPs continuously for ten years and a key reason for its continuous use is the strong support from the top management at corporate level. For instance, a top most manager commented that "at the moment Quality Management is the best practice of achieving product quality, as at now we do not see any better practice which can create a quality conscious culture". It was a group top managements' decision to implement QMPs which have been embedded into the main organizational strategy. Hence, Gamma Lanka does not face any major problems in obtaining the required physical resources, since it was sponsored by the parent company. The case organization's quality assurance team is also well qualified both academically and professionally, and human resource was not a problem. Therefore, Gamma Lanka does not face difficulties in implementing its QMPs.

Based on the above analysis, it is apparent that QMPs has become institutionalized in Gamma Lanka as successful strategic performance improvement initiatives. QMPs have become routinized practice as a way of life and part of organization. Further routines promote institutionalization of QMPs through developing

firm, stable and consistent patterns for execution of activities which ultimately become "default" operating procedures (Beyer, Ashmos, & Osborn, 1997). Significantly Gamma Lanka's QMPs acts as successful strategic performance improvement initiative, as a result of a successful institutionalization.

Summary

This chapter presented the findings of this research related to Gamma Lanka. It first discussed about the implementation of QMPs of Gamma Lanka. Subsequently, the data gathered on implementation of QMPs has been classified in light of Institutionalization theory applied in the context of Gamma Lanka.

CONCLUSION AND IMPLICATIONS

Introduction

This chapter presents a conclusion which has been grounded appropriately on the findings of this study by linking to the research objectives stated in the first chapter. Next implications for future research are mentioned in order to provide appropriate areas of future investigation by highlighting the new areas emerged in this research. Then the practical value of the findings of this study is given under implications for managers. Thereafter, the limitations of the study are highlighted.

Conclusion

Drawing empirical evidence from a manufacturing subsidiary of a large local subsidiary, Gamma Lanka, this paper answers for the research questions of: how are QMPs formally and philosophically embedded in to the case organization? and how have QMPs been institutionalized as strategic performance improvement initiatives in the case organization? Reflecting on the above questions, this study was done as a case study. Hence the data were collected through in depth interviews and review of documents. The data analysis follows the qualitative methodology.

Institutionalization of QMPs is an enormous problem in modern management practices. Even though the models of QMPs explain the journey towards QMPs implementation, most of the practitioners ignore their institutionalization. Plethora of literature has discussed failures in implementation of QMPs. The case study data shows that QMPs are embedded into the case organization as a result of a successful institutionalization process.

The sub themes such as shared business principles, localization of QMPs and being a common tool to measure people's performance, overall quality policy, being customer focus, values embedded quality philosophy and application of ISO were prominent and they were identified as the significant QMPs which are implemented by the case organization, when answering for research question number one.

In this context, three stages of institutionalization have been identified carefully. There by it is evident that, during the pre-institutional stage new processes, new rules and new structures emerged and proper direction was given by the management of Gamma Lanka. Even though the consultant involved for initialization and documentation of ISO standard, the organizational members of Gamma Lanka have improved and converted it in to a localized one.

Further, in relation to the institutionalization process, these QMPs have been objectified during the semi institutional stage through the practices such as KPI related performance appraisal system, leadership and

top management involvement, regular meetings with employees and training and development.

As revealed through the findings, the QMPs have become routinized within the whole organization, by ensuring a successful institutionalization. This result provides a meaningful answer for the research question number two. Routines of Gamma Lanka promote institutionalization of QMPs through developing the firm, stable and consistent patterns for execution of activities which ultimately become as" default" operating procedures and prevent a QMPs from getting rolled back. Therefore, the routines can be identified as a mean to institutionalize QMPs in this research study. During the execution of QMPs, the structures and routines emerge which further embed the QMPs in the organizational setting. The routines should include operating procedures and behavioural patterns. Amit and Schoemaker 1993; Corbett and Claridge 2002; Grant 1996 mentioned that Routines act as memory of knowledge and embedded QMPs through development of consistent action patterns that gradually develop into the default way of operations execution. The organizational routines have emerged as the rich source of knowledge and critical building blocks that difficult to initiate capabilities thus providing an inimitable source of competitive advantage. When routines executed over time they develop into default ways of execution of activities; thus promoting the institutionalization.

This paper suggests that, the values grounded in the organizational culture should be aligning with values of organization. The QMPs implementation thus requires a strong common culture that fosters the learning process and steers various functions in a coherent direction. It is revealed in this research that, during the course of implementation, managers' behaviour and emergent culture must become consistent over the time with the QMPs philosophy. Adding to this point, there is a proper interplay between advanced information technologies, social structures and human interactions. QMPs should be designed based on the requirements of key users and their recommendations and that feedback is incorporated into QMPs to promote greater buy- in by key users. Especially Gamma Lanka has two sub systems as technical systems and social systems. The technical sub systems include tools and techniques such as statistical quality control, monitoring technique among the others. In contrast, social sub systems consist of people and teams who use the teams and techniques in order to produce goods and services. Then a joint optimization is required with the organizational technical and social sub systems which are long lasting and also inimitable by competitors. When the people of the organization both accept and taken-for-granted as part of the way people feel, think and the way they usually do things. As a result, they would not be remained as isolated QMPs.

Seen in this light, it is evident that "Internalization of quality management practices" can also be considered as useful theoretical contribution of the current study. Internalisation is dependent on the degree of institutionalization. And it is important to mention that the concept of internalization is highly a personal thing. The degree of the internalization of the quality is based on the terminal values of the individual. However, it is evident through this study, that institutionalization has a direct impact on internalization of quality vice versa internalization has a direct impact on institutionalization. Internalization is difficult to measure, but could be understood through the process of institutionalization.

Implications for future research

Even though there are numerous research studies on QMPs experiences in different countries in the developed world, there is a scarcity of QMPs research based on developing countries such as Sri Lanka. The findings from the developed countries cannot be simply transferred to the developing world as they are faced with different contextual factors. The current study, therefore fills a gap in existing literature on QMPs by providing evidence on institutionalization of QMPs, which to date has received very limited attention from Sri Lankan researchers.

This paper suggests several directions for future research. While this study was carried out as a single case study, future researchers are encouraged to incorporate multiple QMPs case studies in the same sector or different sectors and conduct comparative case studies in respect of their institutionalization.

Moreover, in this particular study, this research has incorporated Tolbert and Zucker's process of Institutionalization (1996) in order to explore the implementation process of QMPs of Gamma Lanka. Future researches could use a different theoretical framework of institutionalization, in their studies, thereby it will enable them to capture different findings exists in the organizational and country contexts.

A further avenue for future research would be to focus on QMPs implementation in the service sector in Sri Lanka to identify the differences in QMPs implementation between manufacturing and service firms. Future researcher are also encouraged to do such comparisons between QMPs experiences in Sri Lanka and in other countries.

Implications for practicing managers

The QMPs of Gamma Lanka is essentially a victory story and the findings of the current study offer important insights to practicing managers on the implementation and use of QMPs. The study emphasises that practicing managers can pay attention to their day to day implementation activities of QMPs and it enables them to look at how QMPs are operationalized by considering a holistic perspective.

Accordingly, factors such as the integration of QMPs with strategy and operations, proper interplay between advanced information technologies, social structures and human interactions, joint optimization of technical systems and social systems, the organizational routines and strong common culture of Gamma Lanka were identified as important considerations which exist in the quality conscious culture of Gamma Lanka.

Further, this research study emphasizes to practising managers that, any technique introduced to the organization requires livelihood from the top management and employees of the organization irrespective of the management level that they have been reflected. Hence, internalization of quality management is encouraged through embedded terminal values and norms of the organisational members that could assist the organizations in their effort to reduce the barriers of successful QMPs implementation.

This research also contributes to practising managers to, how they can strike a balance between organizational factors and people factors when implementing and formulating QMPs as suited to such unique cultural circumstances. As exhibited in this study, managers could more specifically focus attention on areas such as routinization.

Therefore, based on the findings of this research, the practicing managers can take a step to understand the reasons of QMPs failures and thereby they can enhance their current understanding on how to promote an effective institutionalization of QMPs.

Limitations of the Research

Like any research, this study is not without its limitations. It is important to mention that this research study based on Gamma Lanka was conducted within a period of six months and during this limited time frame the researcher's main focus was to explore how the QMPs have been institutionalized in a Sri Lankan organization. However, there could be other internal and external institutional forces which might have occurred parallel to the organizational culture related factors. Therefore, the future researchers are encouraged to investigate such factors and their impact on institutionalization.

Further, this research is governed by some philosophical assumptions. Based on that, qualitative case study

approach has been used to understand the implementation of QMPs in a real world setting. Mainly the study has incorporated in-depth interviews and documentary analysis to collect data. Another researcher may use a quantitative approach by using survey data in order to measure the degree of the institutionalization. In such a situation, the research findings may be quite different.

And also the researcher in this study has used interviews as the main method of data collection and focused on how the implementation of QMPs has been done successfully. Even though a considerable number of personals were interviewed at Gamma Lanka, who contributed with rich data, it might have been better if observations could be done directly by spending more time in the production flow. However due to lack of access, the researcher was unable to capture those live experiences. Therefore, to address this limitation the researcher has carried out a thorough documentary analysis, to capture relevant information of QMPs implementation.

Summary

This chapter is focused on the conclusion and implication of this study on Gamma Lanka. Further, the chapter explained the achievement of research objectives along with the conclusion of the study. Then the implications of the study are highlighted for future researchers and practicing managers. And finally, the limitations of the study were discussed.

APPENDIX: INTERVIEW GUIDE

Institutionalization of Quality Management Practices (QMPs): A Case Study of a Sri Lankan Entity

The aim of this research is to elaborate how can Quality Management Practices (QMPs) be institutionalized as strategic performance improvement initiatives for the entire organization. Along with that it discusses how the institutionalization theory could lead QMPs towards a successful implementation with a detailed analysis of institutional stages.

Interview Questions

Background questions

1. Name of the employee:
2. I) Designation and department of the employee:
3. II) How long has the person being employed in Gamma Lanka?
4. Duties related to the job :(briefly)
5. To whom do you report?
6. Who are the employees/designations working under you?

Implementation of QMPs

6. How would you describe the QMPs of Gamma Lanka in general, is there anything that is unique about the culture of Gamma Lanka? If so, what are they?
7. In terms of quality operations do you get any written instructions regarding your work? (Manuals, guidelines, procedures, norms, etc.) Or is it in an informal setting?
8. What are the significant quality management practices adopted within the organization?

(Zero defects, kaizen, TQM, ISO 9000, five S etc.)

Institutionalization of QMPs

9. How long have you been participating in the implementation of QMPs in your organization

10. Briefly explain how your organization initiated the QMPs?

11. What are the specific organizational problems faced in the initial stage of implementation?

12. In your opinion, do you see that QMPs added value for your organization? And how?

13. What are the changes and innovations made to overcome those problems?

14. What kind of employees' resistance shown towards the QMP in the organization? (Implementation of ISO standard)

15. How was manager's commitment to overcome the problems? (Related to QMPs)

16. How did you learn about the QMPs? Did you receive a sufficient training?

17. How often the key measures and strategy are discussed in the organization? Can everybody see the results of their involvement and participation?

18. Were any workshops organized with other managers, resource persons and employees to review the QM principles?