

Transferability of JIT/TQM to the Indian Textile Industry: Issues and Suggestions Based on Cultural Analysis

Choong Y. Lee, Professor of Management, Pittsburg State University, USA

ABSTRACT

One of the important elements that have been playing a significant role in today's global business operations is culture. An important dimension of cultural analysis has been added to its discussion of transferability of JIT/TQM to other countries ever since the Japanese management techniques, JIT and TQM, became popular throughout the world. This paper reviews the transferability of these popular management techniques to the Indian Textile industry. This industry has been one of the major revenue generators for India contributing to nearly 16% of its exports. Cultural models of Geert Hofstede, Kluckhohn and Strodtbeck, Trompenaar and Hall's has been discussed and interpreted by comparing the western industrial firms to the smaller indigenous firms. The resulting inferences are compared to the Japanese management techniques, such as JIT/TQM, and then a suitable cultural model that fit into the Indian textile industry is suggested based on the cultural analysis.

INTRODUCTION

With the fall of trade barriers most companies are aiming to reap the benefits of economies of scale. This has led to the growth of multinational companies in far and distant places. The task of transferring the company's management practice from one place to another has many hurdles to cross. The most popular management practices such as JIT (Just-In-Time), TQM (Total Quality Management) and Lean Manufacturing, etc., all require a special set of attributes for successful implementation. Many scholars (Yu, 2001; Fullerton & McWatters, 2001; Farquhar, 1990-1991; Aly, Maytubby, & Elshennawy, 1990) have stated the benefits obtained by adopting JIT and TQM. It has been overtly agreed that culture is the biggest component in transferring these management practices. Interactions with people from different cultures pose a great challenge. With many researches being conducted on cross-cultural impact (Hofstede, 1993; Amsa, 1986) there has been a wide spectrum of inferences obtained, specific for each country and business around the globe.

The objective of this paper is to analyze and discuss the issue of transferability of JIT and TQM to Indian textile industry based on the cultural differences. Many studies (Lee, 1992; Fullerton, & McWatters, 2001; Chung, 1987) have been conducted on JIT and TQM and their transferability to various industries around the world but very few in the case of India. Also, there have been extensive researches conducted on cross-cultural impact on Indian way of doing business in general (Gopinath, 1998; Singh, 1990; Kumar, 2000) allowing scope for specific industry/category analysis. This paper tries to analyze some of the important cultural dimensions and their impact on transferability of JIT/TQM to Indian Textile industry by comparing the indigenous firms with the Western industrialized firms.

This paper when comparing the Western Industrialized firms with the Small indigenous firms assumes that the former by the virtue of its exposure to rapid changes in globalization has adopted the Japanese management techniques viz., JIT/TQM. On the contrary, the latter firms, with size of personnel lesser than fifty, are assumed to be minus these management techniques. Also, by saying western industrialized firms, it is assumed to be a firm with direct FDI in India or collaboration /JV with an Indian company with people greater than or equal to five hundred.

LITERATURE REVIEW

The business-culture combination in India is filled with diversity making it difficult to characterize, due to innumerable ethnic groups, 17 major languages and 844 dialects. Even before 1947, India came under the influence of

western style of management as a result of colonial rule by Britain. But it was the 1990's economic liberalization that gave India a clear vision of some of the most popular western management practices. The Indian governments' policy of single window clearance to simplify the approval process for new ventures, abundance of skilled personnel, technological improvement, has all added up in attracting multinational companies to India. This has resulted in not only bringing the western goods and products to Indian soil but has also exposed the country to various management philosophies, ideologies, and practices observed all over the world (Gopalan & Stahl, 1998). There have been many cross-cultural studies and comparisons done on India and various other countries like U.S., Germany, Japan, Mexico, China, and Philippines etc., (Sinha, B. P, 1982-83; Gopalan & Stahl, 1998). The study of culture can be broadly classified into eight variables that influence general perception of any company. They are (1) action; (2) competitiveness; (3) communications; (4) environment; (5) individualism; (6) structure; (7) thinking; and (8) time (Simpkins, 1998). Proper cross-cultural training program is required to combine these eight variables effectively (Hayes & Butterworth, 1984). Hofstede (1981) in his work with Goodstein & Hunt has mentioned that American management theories are imported and then selectively adapted to the ideas of the importing country.

Gopalan & Stahl (1998) agree that some ideologies and approaches followed by the Indians will reflect national culture while others will become more similar to Western practices and ideas. Indian managers develop and follow a hybrid, or cross-vergence approach in the future, which will reflect a combination of indigenous and imported approaches to managing people at work. In another study determining the relevance of contingency model and the culture-free thesis in manufacturing firms, it is observed that English and Indian organizations scored similarly on parameters like centralization, joint decisions, specialization, and number of hierarchical levels. But they were different in formalization, chief executive's span of control and communication pattern (Tayeb, 1987). On the other hand, a study determining the roles of culture and industrialization show that little similarity was found in the value systems of Australia and India, even though many managers in both the countries were educated in English schools (Whitely & England, 1977). Starting from Howard Perlmutter to Bond, Trompennar, Geert Hofstede, etc., every one has stated this. It is this characteristic that forms the basis of this research. In his EPG profile, Howard Perlmutter (1969) used three traits: ethnocentric, polycentric, and geocentric as primary attitudes among International executives. Some extensive studies done by Hofstede (1991, 1993) on national culture have helped to compare and contrast the cultural difference between India and other countries in the literature, such as U.S., Japan, United Kingdom, and Germany etc. He uses the five dimensions to describe the role of culture in management. Trompenaars in 1996 used seven dimensions to define management-culture. No doubt these studies give us an insight into various management cultures. But it is the purpose of this paper to verify if any these models can be used as a stand alone model or is it required to combine dimensions/ attributes from different models to make up a new model that fits into the Indian textile industry. With highly diversified people making up the Indian textile industry, the challenge is to analyze how some of the Western companies in India can adopt these popular Japanese management techniques and why not the smaller indigenous firms. The failure of these small indigenous firms to adopt these techniques is not due to their small size as many (Lee, 1996, 1997 et. al) have shown how even small manufacturing firms can adopt the Japanese management techniques. From a managerial point of view, Indian organizations can be broadly classified into three categories, including western industrialized firms, hybrid firms and indigenous firms (Gopinath, 1998). The management practices observed in the textile industry differ greatly depending on the top management, amount of capital invested, strength of labor force, use of technology, area of operation, etc. Our focus in this paper is on the management practices followed by the western industrialized and the smaller indigenous firms.

INDIAN TEXTILE INDUSTRY AND ITS MANAGEMENT PRACTICES

India's work culture is autocratic and paternalistic, with strong task orientation and centralised decision-making. There is concern with rules, and emphasis on patience and modesty. The risk tolerance is very low with and high power distance and masculinity. With the Indian culture stressing on family and societal values, individualism happens to be very low. Japanese work culture is high on masculinity, power distance and uncertainty avoidance, but high in empathy

and risk-taking. Prestige, security and pleasure are considered to be less important. There is a high emphasis on pragmatism, with low value on open expression of conflict.

The textile industry in India plays an important role not only in terms of generating high volumes of inflows to the country (nearly 16% of the country's total exports.) but it is also one of the leading employers with nearly three million peoples working. Numerous firms characterize this sector employing people from various background and culture. Except for few branded firms most of the firms are small manufacturing units. Due to cheap labor costs and low educational standards, women and young adults' form the major work force of the shop floor. In the indigenous firm's people with minimum education level, with no specialization in their field of operation form the middle management. In most cases, the owner of these kinds of small firms forms the sole brain behind the business. He/she may have the specialization that is needed to run the business or just have the business acumen to keep the business going with the support from an external source. The level of technology adopted is usually low due to constraint in capital investment. The Indian Government has set up a statutory body under the Ministry of Textiles called the "Textile committee" with a mission to promote quality, Excellency to face the challenges in the changing global scenario in Indian textile industry. The committee has its regional offices located in all major cities. This committee also aims at providing consulting services to the implementation of ISO-9000, QMS AND ISO-14000 EMS standards in textiles industry. Clothing industry is dominated by sub-contractors and consists mainly of small units of 50 to 60 machine and some western industrialized firms. On the other hand some of the western industrialized textile firms operating in India have capability to conduct applied research on textile manufacturing methods in order to improve quality, reduce costs, implement better process and product control, and increase productivity. Also is their capability to train and educate people. It has been estimated that India has approximately 30,000 ready-made garment-manufacturing units with most of them being classified as small scale-firms. Many leading fashion labels are using India as manufacturing base. It is thus important for the Indian textile industry to adopt the Japanese management techniques, which helps them to reduce cost and improve efficiency (White, 1985 et al).

The Indian textile industry is filled with diversity. The lower, middle and upper level of management all come with different backgrounds in culture, status in society and knowledge. Relevant qualification for any particular nature of job is not a must. The knowledge and expertise that an employee possesses and the work he does are in two different fields. For example a person with a three-year degree in Bachelors of Arts can be seen working as a marketing coordinator. Or a person who would have joined the company as a worker can rise to become a key person in the quality department. Secondly, implementation of strategy or any action is mostly done in the upper-management and sometimes by the middle management. Very rarely the input or feedback of the lower level of management or that of the worker is sought.

The national language of India is Hindi and English is the mode of education in most of the states. With twenty-eight states, seven union territories with eighteen officially recognized languages and more than three hundred dialects, a typical organization it in any industry would in someway or the other represents this diversity. Women represent the major portion of workforce where dexterity is required and men are involved in masculine jobs. The average educational level of the entire work force is very low and they are not expected to have any technical expertise in their field. The labor is still cheap with an average worker earning about \$600 per year (Kumar, 2000). The level of automation is very low or negligible. If there is a failure/breakdown in the production floor, entire production gets disrupted. Only very few big companies are capable of affording the state of art automation. Not all companies have full-proof inventory/tracking systems. The size of production depends on the demand and season. Given the vagaries of transportation and the behavior of the competition that exists in the industry, mass production is mostly adopted as a competitive strategy and to reap economies of scale. The extent of training and education of the people involved is minimal considering the turnover a company has. Waste elimination is seen only from a financial point of view than with efficiency as the main criterion. The interaction of suppliers with the organization and their quality assurance is at an acceptable level.

KEY ELEMENTS FOR SUCCESS OF JIT/TQM

There are several key elements of JIT/TQM that are required to be implemented in a proper manner. Lee (1996) mentions (1) a focused factory (2) reduced set up time (3) group technology (4) total preventive maintenance (5) cross-trained employees (6) uniform workloads (7) Just in time delivery of purchased parts and (8) Kanban as some of the most important elements. Some elements Lee mentioned are non-cultural and some are related to cultural. However, mainly proper technology and capital investments can successfully implement these non-cultural related elements. On the other hand it takes a longer time to implement these culturally related items successfully since they require proper training and mental preparation. For successful implementation of TQM, any firm should focus on quality with customer in consideration and setting standards to measure the process of quality regularly. Continuous improvement in quality is the key of TQM. Everyone involved in quality should think towards the long-term objective of the quality but should act short term so that quality is maintained always. Furthermore most key elements of Japanese management techniques have been developed based on their fundamental cultural values -harmony and group loyalty, consensus decision making, and lifetime employment (Thanopoulos and Leonard, 1996). Harmony and group loyalty called as "Wa" in Japanese means the search for or the existence of mutual cooperation so that a group's members can devote their total energies to attaining the goal of the group. Wa is so pervasive that the Japanese prefer, and often insist, that all business dealings occur among friends (Alston, 1989). Consensus decision making more popularly known in Japanese as "Ringiseido", is an agreement by all parties involved in a group's decision, with each group member satisfied with the ultimate decision. This allows group members to participate in decision-making while respecting and maintaining their hierarchical relationships (Ala and Cordeiro, 2000). The lifetime employment offered by the Japanese has helped their firms to achieve productivity. A big reason for Japanese corporations' reputation for the speed with which they introduce productivity-enhancing new technologies is that since Japanese workers enjoy lifetime job guarantees, they see no downside risk in helping employers improve productivity (Fingleton, 1995).

ANALYSIS AND COMPARISON OF CULTURE BETWEEN INDIA AND JAPAN

Many researchers have found that culture plays a vital role in the successful JIT / TQM program (Kranias-2000, Ala and Cordeiro-2000, et al). Some of the constituents of culture comprise of elements such as religion, values, society, environment, beliefs, etc. Obviously there are many differences between India and Japan in these cultural constituents. One of the most important factors is religion. The Indian society is based on Hinduism while the Japanese society is based on Confucianism, which is a system of social and ethical philosophy rather than a religion. Hinduism does not have any specific person as its founder. Hinduism is basically the practice of *Dharma*, which means to lead a virtuous life. Anyone who leads virtuous life can call himself to be a Hindu. Dharma forms one of the four basic codes of life along with *Artha* (to realize wealth), *Kama* (fulfilling the desires) and *moksha* (is attaining freedom / liberation). The *Vedas* (profound truth of leading virtuous/spiritual life), gathered and passed by the sages of the ancient India from one person to another person happens to be the foundation of the Indian Society. Bhagavad Gita, series of conversations and advice of the popular Hindu deity called Krishna to his Disciple Arjuna, is one of the most widely read scripture in India.

Confucianism founded by K'ung Fu Tzu, deals primarily with the moral and ethics of an individual, and the manner in which power is exercised by those who have it. Japanese management techniques are based on the principles of Confucianism. Japanese Confucianism has 4 distinct characteristics: 1. The human being regarded with respect and dignity, 2. The values of harmony, 3. Righteousness and the acts of righteous individuals in a framework of loyalty, and 4. The morally superior person who leads by example and is devoted to the other Confucian values (Dollinger, 1988). Some of the important cultural characteristics for Japan's success like, consensus, futurism, quality, loyalty for their superiors etc are a direct byproduct of Shinto, Buddhism, and Confucianism. However Confucianism contributes to a large extent for the success of the Japanese management techniques. Confucianism emphasizes on group-orientation which eventually is one of the highlights of Japanese management techniques.

Hofstede (1991, 1993) has provided one of the most popular cultural models after he studied and compared various countries based on the four dimensions namely Power distance, Uncertainty avoidance, Individualism and Masculinity. Later the fifth dimension called as the Confucianism was added.

According to Hofstede, the Power distance of India, which is higher than Japan, with respect to the textile industry, represents issues like organizational structure, Management by objectives and participatory management. The organizational structure of the Indian textile industry is a rigid i.e. it is of pyramid shape. The implementation of Management by Objectives is not successful and there does not exist participatory management in this industry. The Uncertainty avoidance of India, which is lower than that of Japan, indicates the preparedness of Japanese firms for issues like planning, competition, budget systems, establishing control systems, promotion of employees and the amount of risk being taken. The managerial implications of Individualism/collectivism focuses on issues like decision-making, reward systems, organization climate and ethics and values. The dimension of masculinity explains issues of departmental relations, networking, reward and motivation.

Hofstede's dimensions of culture between India and Japan shows that power distance and Individualism and collectivism are almost the same for the two countries but differ in Uncertainty avoidance and masculinity. Both the countries are collectivist in nature with more emphasis on group participation rather than on individual importance. Today 85 % of the people in Japan follow Buddhism, which had its birth in India. In both the countries, individual participation is not encouraged and usually has a negative connotation. A practical and psychological relationship of dependence exists between individuals and their group. Groups will protect and patronize its members who in return owe loyalty. This strong identification of individual-group results in individual assimilation of the group's values. Collectivist values in India and Japan stem from the extended family tradition, common in both countries. An extended family relation consists of grandparents to grand children and close relatives to close friends. There is no "I" within the family and a mindset of "We" is emphasized.

Japanese corporations foster collectivist behavior through the tradition of lifetime employment, which is rare in the Indian textile industry where turnover, is very high considering the fluctuating economy. The Japanese employees become a part of the corporate family once they are hired and this security brings the best out of them. In traditional Indian corporations, similar behavior can be witnessed. Although turnover is high among unskilled workforce, skilled workers usually seek lifetime employment with their companies. Rewarding and appraisal systems in traditional Indian corporations are based on highly subjective arguments that take into consideration caste, religion, language, or other selective factors.

TRANSFERABILITY OF JAPANESE MANAGERIAL PRACTICES TO INDIAN TEXTILE INDUSTRY

Though Indian textile industry is filled with various kinds of people, language and behavior the moral values of the firm in whole has more influence than the values or culture of the individual. The highlight of the Japanese management philosophy is that they do not require demanding investment. It also emphasizes on training the employees and building good relations with the other contributors to the firm like the suppliers, carriers, community, legal bodies' etc. Even though both Japan and India are both in Asia, various cultural, political and environmental differences have affected the transferability of Japanese management techniques to Indian textile Industry. Managing a corporate culture involves gathering information about those values that most affect the culture, designing a plan to reinforce or restructure culture-shaping norms, and building people into the process (Richardson, 1983). The social, economical and political diversity found in the Indian textile industry makes the transferability of any kind of management system difficult. Having said that the transferability is difficult, Indian textile industry and India in particular should not give up its attempt to implement JIT/TQM because the transferability of the same philosophy was not easy in other countries either.

The following are some of the key elements that need to be implemented/ improved for successful implementation of Japanese management technique.

Improved Communication: One of the highlights for the successfulness of TQM is free and effective two-way communication at all levels of management. In the words of Deming, one of the pioneers of TQM, it is "Drive out fear"

which, means that fear/reluctance to say/share the thoughts of the employees may prove to be counter productive for the growth of the company. People at all levels should be allowed to share their thoughts. The Indian textile industry as mentioned earlier comprises of mostly low-educated workers at the production floor and technically qualified junior level/ middle managers/supervisors with little delegation power. Both these level of people should be encouraged to voice their constructive inputs because it is these people who are directly involved in the day to-day operations. If the manager is superimposing then that may stop these two levels of people from contributing to the efficient use of resources. Also, if the top management does not know the local language then it is much more difficult to communicate. The role played by the communication of throughout the organization is very essential. Common language widely spoken by most of the employees should be used. One of the easiest ways in implementing effective communication should start from the top-level management. Manager walking around throughout the shop floor inquiring about the employee can achieve this. In one of the local textile firm located in Bangalore, the southern part of India, the production manager and the senior production supervisor stand at the entrance of the organization much before the workers start coming in and speak to them in pleasing manner. Though this type of approach is difficult to follow at one time, the dividends obtained after implementation are great.

Gradual Training and implementation: A pragmatic methodology to transfer Japanese management practices would be to consider one element of JIT/TQM at a time and implement it in their daily activities. The middle management in the Indian textile industry forms is a very important layer between top management and the rest of the work force. The onus of translating the top management philosophy to action lies on these middle management managers. It is these supervisors who directly interact with the workers at the shop floor. Hence for the top management to implement JIT/ TQM they can adopt a three-stage approach. In the first step the management should decide as to what are the key areas where these management techniques need to be implemented on priority. Secondly the key middle management people should be identified and trained in JIT/TQM. This training can be done in a slow and gradual manner considering one element of JIT/TQM at a time rather than everything at one go. As and when the middle management realizes the fruits of JIT/TQM, they would be motivated to go through the rest of the training. In the third phase, the middle management should explain the benefits of the knowledge they have acquired to the vendors/ carriers etc so that the organizational goal is met. Training schedules at regular intervals of time should be drafted throughout the organization and need to be monitored. The HR professionals of the company should play an important role in bringing about the cultural change of the rest of the organization (Sherriton & Stern, 1997).

Reward system: Rewards can be financial/non-financial. The reward system, financial/non-financial, in most of the Indian textile firms is limited to employees out in the field like the Sales personnel or the Marketing representative. There is hardly any reward/recognition for the employees in the plant. Even for the Sales/Marketing personnel, the reward is calculated based on the “gross” output than the “net” output. The reward point for Sales/Marketing personnel in most of the cases is calculated on the total calls he makes rather than the total productive calls. This clearly distorts the needs or demand or the buying patterns of the customers. Since the Japanese management practice requires the involvement of everyone in the company, the employees within the company should also be given enough recognition and specific guidelines should be set for the evaluation of reward to them. Another easy recommendation for the implementation of non-financial reward system may be the way in which the employees are looked or addressed at. The approach of Wal-Mart or J.C. Penny approach of treating the employee as an “associate” would definitely increase the morale of the organization. In one of the Indian textile company, an American licensee, the top level management from the Managing director to the middle level managers spends one evening together in recreational places like bowling and other sports to recognize the hard work of the middle and top level management. And to recognize the efforts of the employees at the shop floor, a free lunch is provided through out the organization in recognition of their continuous hard work. These success stories can act as a model for other firms to reward and recognize the effort of its employees.

Emphasis on quality: Quality and ethics go hand in hand. An ethical and responsible individual and/or company should never let a product that they know to be substandard go to a customer (Grubb, 1994). The purpose of JIT/TQM or any other management technique is to reduce wastage and this means to improve or enhance the quality of work or process. The Japanese approach involves placing high priority on rules and procedures and mistakes by workers in their

jobs are regarded with strictness by the firm (White, 1982). This emphasis of quality should be at two places: one within the firm and the other at the supplier end. Improving quality would result in huge savings for the Indian textile firm. The first step in implementing quality is to implement the above mentioned recommendations and then lay strong emphasis on quality. A report or circular giving the previous days best outputs in terms of quality can be put up at important locations of the organization and this would not only bring motivate others to follow but would also make quality to be an inherent attribute of the firm. Another way of emphasizing on quality is by adopting the Japanese approach of “life-time employment”. Once the employee has job security, he/she would adhere to the rules and regulations of the company. Other ways of providing job security is to have a policy to promote people within the organization.

Turnover Problem: The implementation of Japanese techniques requires at the least considerable co-operation between management and labor. Over the period of years India has been a potential land for western textile firms. So there is no dearth of companies for workers to work for. Similarly, the population of India is also so huge that the companies have enough manpower to search from. Thus there is a need for companies to retain the most efficient personnel and also the employees to remain in the most congenial atmosphere that suits them. Hence there needs to be cooperation from the employees while the employers need to reciprocate their commitment by offering the employees the best they could.

Integration of philosophies: One of the important reasons for failure in adoption of these management practices in India is that the top management sees these popular management practices as separate and additional entities and not as an integrated part of the work. In contrast, a fresh look at these management practices should be taken to implement these management philosophies. One of the most important elements for integrating philosophies is the commitment of top-level management. First people at the top management level should be aware of the quality programs that should be implemented. Secondly, employees at key positions including the top-level management and middle level management should be identified and trained exhaustively with the tools of JIT/ TQM. In collaboration between Indian Motorcycles Private Limited and Suzuki Motor Corporation of Japan, which was later called as the Ind-Suzuki Motorcycles Ltd; the implementation of total quality management (TQM) is largely responsible for its current growth. But as C.P. Raman, president, TVS Suzuki points out that TQM should not be seen as a parallel activity to a business operation rather must be integrated in the planning of strategy, just as one was to plan in areas of finance, marketing or technology. The commitment from the top management plays an important role (Lobo, 2001).

Customer focus: Both JIT and TQM are directly related to customers. While the former focuses on the needs of the customer the later focuses on satisfying these needs. JIT cannot be accomplished without identifying the perception of the customer while TQM focuses on shaping these perceptions by continuously improving quality. Though these Indian textile industry is flooded with a large number of big branded firms and small-unbranded firms. Competition is cut throat. There needs to be continuous evaluation of the needs and demands of the customer. With the help of customer survey or proper data collection the needs of the customers can be identified. Marketing representative or an outside agency can help in gathering data. The channel to reach the customer is pretty rigid in most of the cases. There is a distributor and a retailer in between the company and the customer. At present for most of the companies, customer feedback comes from the Sales personnel and at some times from the distributors or the retailers. So it is important that the company emphasizes to the people close to the customers-Sales personnel, distributor, retailer-about the importance of proper feedback. Incentive/recognition for giving proper feedback and data from the distributors and retailers such as the “Outstanding Distributor” or “Best retailer” would make this process successful.

SUGGESTIONS AND CONCLUSION

The purpose of this paper is not to promote any religion or way of living but to emphasize the impact of culture on the management existing in a given society. Managing a corporate culture involves gathering information about those values that most affect the culture, designing a plan to reinforce or restructure culture-shaping norms, and building people into the process (Richardson, 1983). Culture plays a significant role on the issues of transferability of management. However much sophisticated may be the machine used in production, if the people operating and

mentoring these machines are not *culturally qualified* it is no use. The social, economical and political diversity found in the Indian textile industry makes the transferability of any kind of management system difficult. Having said that the transferability is difficult, Indian textile industry and India in particular should not give up its attempt to implement JIT/TQM because the transferability of the same philosophy was not easy in other countries either. By adopting these Japanese management practices, the Indian textile industry can improve quality, reduction in costs, increase throughput, increase flexibility, high responsiveness, and reducing product development time and improve capability to broaden the product range.

With so many languages spoken by various people, the first and foremost thing is to improve Communication so that everybody in the organization knows what is being required to do from them. The next stage would be to have gradual training implemented. The top-level management's commitment is as important as the training of the people in the middle management because they form the fulcrum of success of the company. When they are trained about these JIT/TQM they can apply these philosophies into their daily work and get a proper output from the people below them. Just training does not complete the task. With many opportunities and resources available for both employers and employees, retaining employees is a critical part. Rewarding the employees can do this. Though rewards can be even non-financial, in the existing situation in Indian textile industry, it is advisable to have a tangible reward than a non-tangible like, recognition, announcements etc. In addition there should be encouraging relations between the management and labor and other external bodies like suppliers and carriers. Once this is established, there should be emphasis on quality. When employees are assure of a congenial atmosphere they are ready to give the best for their company. Once the internal elements of the company are tuned, the management can focus on other issues like planning and advertising, which would avoid unnecessary inventory. Customer should be the focus. All these should be integrated into the regular routine of the company. This would create a strong base for the implementation of technical and non-cultural elements of JIT/TQM.

REFERENCES

- Ala, M. & Cordeiro, W.P. (2000). "Can We Learn Management Techniques From the Japanese Ringi Process?" *Business Forum*, Volume Twenty-Four, Number One-Half, 22-25.
- Allen, N. & Oakland, J.S. (1991). "Quality Assurance in the Textile Industry: Part II." *International Journal of Quality & Reliability Management*, Volume Eight, 22-30.
- Alston, J. P. (1989). "Wa, Guanxi, and Inhwa: Managerial Principles in Japan, China, and Korea." *Business Horizons*, Volume Thirty-Two, 26-31.
- Chandra, D. & Somaiya, D.K. (1991). "Just-In-Time In India." *Production & Inventory Management*, Volume Eleven, 30-32.
- Fullerton, R.R. & McWatters, C.S. (2001). "The Production Performance Benefits From JIT Implementation." *Journal of Operations Management*, Volume Nineteen, January, 81-96.
- Gopalan, S. & Stahl, A. (1998). "Application of American Management Theories and Practices to the Indian Business Environment: Understanding the Impact of National Culture." *American Business Review*, Volume Sixteen, 30-41.
- Gopinath, C. (1998). "Alternative Approaches to Indigenous Management in India." *Management International Review*, Volume Thirty-Eight, 257-275.
- Hofstede, G. (1991). *Culture and Organizations: Software of the Mind*, McGraw- Hill, New York, NY.
- Hofstede, G. (1993). "Cultural Constraints in Management Theories." *Academy of Management Executive*, Volume Seven, 81-94.
- Kranias, D.S. (2000). "Cultural Control: The Case of Japanese Multinational Companies and Their Subsidiaries in The UK." *Management Decision*, Volume Thirty-Eight, 638.
- Kumar, R. (2000). "Confucian Pragmatism Vs Brahmanical Idealism: Understanding the Divergent Roots of Indian and Chinese Economic Performance." *Journal of Asian Business*, Volume Sixteen, 49-69.
- Lee, C. Y. (1997). "JIT Adoption By Small Manufacturers in Korea." *Journal of Small Business Management*, Volume Thirty-Five, 98-107.
- Lee, C.Y. (1992). "The Adoption of Japanese Manufacturing Management Techniques in Korean Manufacturing Industry." *International Journal of Operations & Production Management*, Volume Twelve, 66-81.
- Lee, C.Y. (1996). "The Applicability of Just-In-Time Manufacturing to Small Manufacturing Firms: An Analysis." *International Journal of Management*, Volume Thirteen, 249-258.

- Lobo, A. (2001). "When Quality Cuts Costs." *Business India*.
- Perlmutter, H.V. (1969). "The Tortuous Evolution of the Multinational Corporation." *Columbia Journal of World Business*, Volume Four, 9-18.
- Richardson, D.K. (1983). "Corporate Culture: The Use of a Tool." *Vital Speeches*, Volume Forty-Nine, 677-681.
- Singh, P. J. (1990). "Managerial Culture and Work-related Values in India." *Organizational Studies*, Volume Eleven, 75-106.
- Sinha, J.B.P. (1982/1983). "Dynamics of Work Value: A Comparative Analysis of Indian and Japanese Perspectives." *ASCI Journal of Management*, Volume Twelve, 36-47.
- Tayeb, M. (1987). "Contingency Theory and Culture: A Study of Matched English and the Indian Manufacturing Firms." *Organization Studies*, Volume Eight, 241-261.
- Thanopoulos, J. & Leonard, J. (1996). "Nourishing American Business with Japanese Recipes." *Review of Business*, Volume Eighteen, 7-10.
- Trompenaars, F. (1996). "Resolving International Conflict: Culture and Business Strategy." *Business Strategy Review*, Volume Seven, 51-68.
- White, M. (1982). "Japanese Management and British Workers." *International Journal of Manpower*, Volume Three, 9-14.
- Whitely, W. & England, G.W. (1977). "Managerial Values As A Reflection Of Culture And The Process Of Industrialization." *Academy Of Management Journal*, Volume Twenty, 439-453.
- Yu, L. (2001). "Improving Quality Just In Time." *MIT Sloan Management Review*, Volume Forty-Two, 20.