

**TOTAL QUALITY MANAGEMENT IN THE
SMALL AND MEDIUM SIZED MANUFACTURING
COMPANIES IN MALAYSIA**

MOHAMAD REEDUAN MUSTAPHA

**MASTER OF SCIENCE
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Thesis Submitted in Fulfillment of the Requirement for the Degree of Master of
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DEDICATION

This thesis is dedicated to my late father, who taught me that the best kind of knowledge to have is that which is learned for its own sake. It is also dedicated to my mother, who taught me that even the largest task can be accomplished if it is done one step at a time.

Abstract of thesis presented to the Senate of Universiti Malaysia Terengganu in fulfillment of the requirement for the degree of Master of Science.

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Chairperson : Mohd Shaladdin Muda, Ph.D

Member : Fauziah Abu Hasan, Ph.D

Faculty : Management and Economics

Total Quality Management (TQM) is practiced by many business organizations around the world. This study is an attempt to examine the concept of TQM and the level of awareness and practices in the Malaysian Small and Medium Enterprises (SMEs). The main objective of this study is to obtain a TQM principles and practices model for SMEs in the manufacturing sector. The descriptive analyses were carried out to summarize the sample profile of respondents and to describe the respondents' perception toward TQM principles, employee satisfaction and product quality. The inferential analyses were initially performed to answer research objectives and hypotheses of the study.

Malaysian Administrative Modernization and Management Planning Unit (MAMPU) has outlined TQM by means of the seven core principles: (1) top management commitment, (2) strategic quality planning, (3) customer focus, (4) training and recognition, (5) enhancing teamwork, (6) performance

measurement, and (7) quality assurance. Some principles and practices of TQM may differ among companies and industries, due to this reason further research on other principles that approaches to TQM were brought to the fore. They are: (8) employee empowerment and involvement, (9) communication for quality, and (10) supplier quality management. Malaysian organizations are encouraged to apply these core principles in order to attain a competitive advantage in the global marketplace.

The data have been collected through a questionnaire survey and interviews. One hundred and twelve (112) employees covering all categories and industries were selected. Overall, a majority of the respondents (97.3 percent) have heard of TQM and (79.5 percent) of the companies surveyed have implemented TQM. Consequently, the finding of path-model is considered applicable to a wide range Malaysian SMEs in the manufacturing sector into a new dimension.

Abstrak tesis yang dikemukakan kepada Senat Universiti Malaysia Terengganu sebagai memenuhi keperluan untuk ijazah Master Sains.

**PENGURUSAN KUALITI MENYELURUH DI SYARIKAT-SYARIKAT
PERKILANGAN BERSAIZ KECIL DAN SEDERHANA DI MALAYSIA**

MOHAMAD REEDUAN MUSTAPHA

Ogos 2011

Pengerusi : Mohd Shaladdin Muda, Ph.D

Ahli : Fauziah Abu Hasan, Ph.D

Fakulti : Pengurusan dan Ekonomi

Pengurusan Kualiti Menyeluruh (TQM) merupakan amalan yang diguna pakai oleh kebanyakan organisasi perniagaan di seluruh dunia. Penyelidikan ini bertujuan untuk mengkaji konsep TQM dan tahap kesedaran dan amalan di Perusahaan Kecil dan Sederhana (PKS) di Malaysia. Tujuan utama penyelidikan ini adalah untuk mendapatkan prinsip-prinsip TQM dan model amalan bagi PKS di sektor perkilangan. Analisis deskriptif dilakukan untuk meringkaskan profil sampel responden dan untuk menggambarkan persepsi responden terhadap prinsip-prinsip TQM, kepuasan pekerja dan kualiti produk. Inferens statistik dijalankan untuk menjawab tujuan kajian dan hipotesis kajian.

Unit Pemodenan Tadbiran dan Perancangan Malaysia (MAMPU) telah menggariskan tujuh prinsip utama TQM: (1) sokongan pengurusan atasan, (2) perancangan strategik kualiti, (3) mengutamakan pelanggan, (4) latihan dan pengiktirafan, (5) semangat berpasukan, (6) pengukuran prestasi, dan (7) kepastian kualiti. Beberapa prinsip dan amalan TQM mungkin berbeza antara

syarikat dan industri, atas alasan ini penyelidikan lebih lanjut dijalankan pada prinsip-prinsip lain ke arah pendekatan TQM seperti: (8) pengupayaan dan penglibatan pekerja, (9) komunikasi untuk kualiti, dan (10) pengurusan kualiti pembekal. Organisasi di Malaysia digalakkan untuk mengamalkan prinsip-prinsip teras ini untuk mendapatkan kelebihan bersaing di pasaran global.

Data telah dikumpulkan melalui soal selidik dan temuduga. Seratus dua belas (112) pekerja yang merangkumi semua kategori dan industri telah dipilih. Secara keseluruhan, majoriti responden (97.3 peratus) telah mendengar tentang TQM dan (79.5 peratus) daripada syarikat yang disoal selidik telah melaksanakan TQM. Daripada kajian tersebut, penemuan laluan-model boleh dianggap sesuai diguna pakai dalam lingkungan PKS yang luas di sektor perkilangan ke arah satu dimensi baru.