

A STUDY ON MANAGERS' PERCEPTIONS OF TQM CONSTRUCTS IN MANUFACTURING COMPANIES IN MALAYSIA

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ABSTRACT

This study is conducted in 20 manufacturing companies that are implementing TQM in Malaysia. Nowadays, quality acts as an important role in organizations. TQM principles and techniques has become one of the most significant management approaches that were originally implemented by manufacturing organizations. However, what are the TQM constructs that are perceived as most significant and least significant, by Quality Managers? And, how strong the relationship between six major TQM constructs in manufacturing firms?

The objectives of this study were as follows:

- i. To identify the TQM constructs that are perceived as most significant and least significant, by Quality Managers of 20 manufacturing firms.
- ii. To find out the relationship between six major TQM constructs of 20 manufacturing firms.

In this study, closed-ended questionnaires are used to distribute to a sample of 20 respondents who are Quality Managers.

The key findings were classified into two parts as follows:

First part: Top Management Commitment and Customer Focus are perceived as most significant TQM constructs, Employee Involvement are perceived as least significant by Quality Managers of 20 manufacturing firms.

Second part: There is a significant correlation between most of the TQM constructs.

This study can assist the company's quality managers to identify the correlation between six major TQM constructs and the most significant and least significant TQM constructs in their companies.

In conclusions, TQM constructs act as a vital role in TQM implementation. Thus, organizations must pay special attention to the TQM constructs.