THE IMPLEMENTATION OF ISO 9000 QUALITY MANAGEMENT SYSTEM AND BUSINESS PERFORMANCE OF CONTRACTORS IN MALAYSIA

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THE IMPLEMENTATION OF ISO 9000 QUALITY MANAGEMENT SYSTEM AND BUSINESS PERFORMANCE OF CONTRACTORS IN MALAYSIA

This dissertation is submitted to the Director, Centre for Graduate Studies, Department of Academic Affairs, Universiti Utara Malaysia in fulfilment the requirements for the Degree of Doctor of Philosophy

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ABSTRACT (ENGLISH)

This study investigates the implementation of ISO 9000 quality management practices and perceived business performance of contractors in Malaysia. The ISO 9000 quality management system practices were operationalised using four variables; they are management responsibility, resource management, product realisation, and measurement, analysis and improvement. The dependent variable is perceived business performance. The objectives of this study are: 1) to determine whether there are differences in perceived business performance, management responsibility, resource management, product realisation, and measurement, analysis and improvement between the ISO 9000 certified companies and non-ISO 9000 certified companies, 2) to determine whether there are relationships between ISO 9000 quality management practices and perceived business performance of contractors in Malaysia, and 3) to identify the most influencing variable in the ISO 9000 quality management practices that affects perceived business performance of the contractor, as well as identify the extent to which the variable may affect business performance. There are two main hypotheses, and 10 specific hypotheses that were posited and tested. The study was based on a survey design and the time horizon was cross-sectional. The survey was carried out randomly on contractors operating in Peninsular of Malaysia. The numbers of respondents for ISO 9000 and non-ISO 9000 participated in this study were 54 and 270 companies, respectively. The study hypotheses were tested using *t*-test, correlation and multivariate analyses. The results supported all the hypotheses of the study. The results suggest that there are differences between the ISO 9000 and non-ISO 9000 certified companies, in terms of perceived business performance, management responsibility, resource management, product realisation, and measurement, analysis and improvement. The results of correlational analyses revealed that there are associations between the implementation of ISO 9000 quality management and perceived business performance of contractors in Malaysia. Regression analyses also revealed that three variables in the ISO 9000 quality management practices indicated positive relationship with perceived business performance of contractors in Malaysia, and these are management responsibility, product realisation, and resource management. This study concluded that there are differences in terms of perceived business performance, management responsibility, resource management, product realisation, and measurement, analysis and improvement between ISO 9000 certified contractors and non-ISO 9000 certified contractors. The constructs in the ISO 9000 Quality Management System are found to be associated with perceived business performance of contractors.

ABSTRAK (BAHASA MELAYU)

Kajian ini menyelidik perhubungan di antara pelaksanaan sistem pengurusan kualiti ISO 9000 dan persepsi terhadap prestasi perniagaan kontraktor di Malaysia. Sistem pengurusan kualiti ISO 9000 diwakili oleh empat angkubah tidak bersandar, iaitu 1) tanggungjawab pengurusan, 2) pengurusan sumber, 3) realisasi produk, dan 4) pengukuran, analisis dan penambahbaikan. Angkubah bersandar ialah prestasi perniagaan. Objektif kajian ini adalah: 1) menentukan sama ada terdapat perbezaan persepsi terhadap prestasi perniagaan, tanggungjawab pengurusan, pengurusan sumber, realisasi produk, dan pengukuran, analisa dan penambahbaikan di antara kontraktor yang mempunyai sistem pengurusan kualiti ISO 9000 dan kontraktor yang tidak mempunyai sistem pengurusan kualiti ISO 9000, 2) menentukan sama ada terdapat perkaitan di antara sistem pengurusan kualiti ISO 9000 dan persepsi prestasi perniagaan kontraktor di Malaysia, dan 3) mengkaji angkubah manakah di dalam sistem pengurusan kualiti ISO 9000 yang memberi kesan kepada persepsi prestasi perniagaan, dan sejauh mana ianya mempengaruhi prestasi perniagaan kontraktor di Malaysia. Terdapat dua hipotesis utama dan sepuluh hipotesis spesifik yang telah dikemuka dan diuji. Kajian ini adalah berbentuk tinjauan dan bersifat keratan rentas. Tinjauan telah dijalankan ke atas kontraktor yang dipilih secara rawak yang beroperasi di Semenanjung Malaysia. Jumlah responden di kalangan kontraktor yang mempunyai pengiktirafan ISO 9000 dan tidak diiktiraf masing-masing adalah 54 dan 270 orang. Hipotesis kajian telah diuji dengan menggunakan analisa *t*, analisa korelasi dan analisa multivariat. Kesemua hasil kajian menyokong hipotesis yang telah dibentuk itu. Kajian ini telah mendapati terdapat perbezaan terhadap persepsi prestasi perniagaan, tanggungjawab pengurusan, pengurusan sumber, realisasi produk, dan pengukuran, analisa dan penambahbaikan di antara kontraktor yang mempunyai pengiktirafan ISO 9000 berbanding dengan kontraktor yang tidak mempunyai pengiktirafan ISO 9000. Analisa korelasi pula menunjukkan terdapat perkaitan di antara angkubah-angkubah sistem pengurusan kualiti ISO 9000 dan persepsi prestasi perniagaan kontraktor di Malaysia. Analisa regresi pula telah menunjukkan tiga angkubah, iaitu realisasi produk, pengurusan sumber, dan tanggungjawab pengurusan berupaya untuk dijadikan peramal kepada persepsi prestasi perniagaan kontraktor di Malaysia. Kesimpulan kajian ini adalah terdapat perbezaan dari segi persepsi prestasi perniagaan, tanggungjawab pengurusan, pengurusan sumber, realisasi produk, dan pengukuran, analisa dan penambahbaikan di antara kontraktor yang mempunyai pengiktirafan ISO 9000 dengan kontraktor yang tidak mempunyai pengiktirafan ISO 9000. Kontruk di dalam sistem pengurusan kualiti ISO 9000 didapati mempunyai perkaitan dengan persepsi prestasi perniagaan kontraktor.

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CHAPTER 1

INTRODUCTION OF THE RESEARCH

1.1 Background of the Study

Malaysia is known as one of the fastest growing countries in South East Asia. The Vision 2020 initiated by the fourth prime minister of Malaysia, Tun Dr. Mahathir Mohamed, gives the nation a long-term goal to strive for by the year 2020, that is, to be a developed nation. Every individual, organisation, sector and industry is responsible in ensuring the success of the Vision, hence, there are many challenges that the country needs to face. Therefore, every organisation has to equip themselves with all the strategies that will lead to stronger entities. There are many opportunities for the Malaysian companies to compete with the foreign companies locally and internationally. It is essential for all Malaysian companies to be very competitive. Consequently, the ability to sustain in the competitive environment is now becoming the agenda of every organisation.

The common strategies of any organisation to compete are the ability to produce new products (Oakland, 1993; Pan, 2003), deployment of new technology in production (Oakland, 1993; Beckmerhagen *et al.,* 2003), training programmes (Oakland, 1993; Quazi *et al.,* 2004), application of quality control techniques

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