

THE MEDIATING ROLE OF SUSTAINABLE  
PRODUCT DEVELOPMENT ON THE RELATIONSHIP  
BETWEEN QUALITY MANAGEMENT PRACTICES AND  
ORGANIZATIONAL PERFORMANCE: A STUDY IN  
MALAYSIAN AUTOMOTIVE INDUSTRY

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DOCTOR OF PHILOSOPHY  
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**THE MEDIATING ROLE OF SUSTAINABLE PRODUCT  
DEVELOPMENT ON THE RELATIONSHIP BETWEEN QUALITY  
MANAGEMENT PRACTICES AND ORGANIZATION  
PERFORMANCE: A STUDY IN MALAYSIAN AUTOMOTIVE  
INDUSTRY**

**By**

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**Thesis Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
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In Fulfillment of the Requirement for the Degree of Doctor of Philosophy**



**Kolej Perniagaan**  
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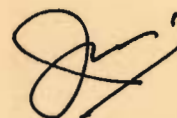
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## ABSTRACT

The influences of production enhancements in the world, in ASEAN countries and especially in the Malaysia automotive industry have prompted this study to investigate the relationship between quality management practices and organizational performance. The Malaysian automotive industry has become an important component of the country's economic development. This study also examines the effects of sustainable product development as a mediator and organizational characteristics as moderator of the study relationships. This study is based on 91 automotive component manufacturing suppliers of simple random sampling method was scattered throughout Malaysia. The data obtained in this study were analyzed using techniques such as factor analysis, multiple regressions, the Pearson Product Moment Test and Hierarchical Multiple Regression. Factor analysis was run to decrease items into specifics factors. Multiple Regression analysis was employed to test the relationships between quality management practices and organizational performance. The Pearson Product Moment Test was used to determine which dimensions of quality management practices had strong, positive, significant correlation related to organizational performance. Hierarchical Multiple Regression analysis was employed to investigate the relationship of sustainable product development as mediator, organizational characteristics as moderator in relationship with chosen variables. The study revealed that quality management practices had positive, significant relationships with organizational performance. In addition, Sobel's test showed that the mediating variable of sustainable product development influenced the relationship between quality management practices and organizational performance. This study also revealed that organization characteristics did not act as moderator in the relationship between quality management practices and organizational performance. The study also revealed that various theories such as RBV, Institutional theory and Stakeholder theory can be used to improve the performance of automotive supplier organizations in Malaysia. Meanwhile, this study also found that the implementation of quality management practices could enhancement the organizational performance.

**Keywords:** Quality management practices, sustainable product development, organization characteristics, organizational performance and Malaysian automotive suppliers

## ABSTRAK

Sektor automotif merupakan komponen terpenting dalam pembangunan ekonomi negara. Pengaruh ledakan kemajuan automotif diperingkat dunia pada amnya, khasnya di Asia dan di Malaysia, khususnya telah menimbulkan satu keperluan akan pentingnya satu kajian dijalankan untuk menyelidik hubungan di antara amalan pengurusan kualiti dan prestasi organisasi, pengaruh perantaraan pembangunan produk lestari antara hubungan amalan pengurusan kualiti dengan prestasi organisasi; serta pengaruh penyederhana kriteria organisasi antara hubungan amalan pengurusan kualiti, pembangunan produk lestari dan prestasi organisasi. Kajian ini dilakukan terhadap 91 buah organisasi pengeluaran komponen automotif di Malaysia. Pendekatan statistic digunakan untuk menghurai data yang diperolehi dalam kajian ini. Beberapa pendekatan kajian telah diupayakan untuk menganalisis data seperti analisis faktor, analisis regrasi, ujian Pearson, analisis regrasi pelbagai, analisis regrasi pelbagai bertingkat. Analisis faktor dijalankan untuk menentukan beberapa faktor yang terpilih. Analisis regrasi pelbagai digunakan untuk menguji hubungan antara amalan pengurusan kualiti dan prestasi organisasi. Ujian Pearson pula dilakukan untuk meneliti sama ada dimensi dalam amalan pengurusan kualiti mempunyai hubungan secara langsung dengan prestasi organisasi. Analisis regrasi pelbagai peringkat digunakan untuk melihat pengaruh perantaraan pembangunan produk lestari, serta pengaruh penyederhana kriteria organisasi terhadap hubungan amalan pengurusan kualiti dan prestasi organisasi. Hasil kajian menunjukkan bahawa amalan pengurusan kualiti mempunyai hubungan secara langsung dengan prestasi organisasi. Dalam ujian Sobel, terdapat pengaruh perantaraan pembangunan produk lestari antara hubungan amalan pengurusan kualiti dan prestasi organisasi; serta pengaruh penyerderhana sempurna kriteria organisasi terhadap hubungan amalan pengurusan kualiti, pembangunan produk lestari dan prestasi organisasi. Hasil kajian memperlihatkan bahawa gabungan beberapa teori seperti teori RBV, teori institusi dan teori pemegang taruh dapat meningkatkan prestasi syarikat. Faktor sumbangan pengurusan dalam kajian ini ialah amalan pengurusan kualiti dapat meningkatkan lagi prestasi syarikat.

**Kata kunci:** amalan pengurusan kualiti, pembangunan produk lestari, kriteria organisasi, prestasi organisasi dan automotif Malaysia

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## **DEDICATION**

### **To my parents:**

Thank you for instilled me the love of Learning, discipline that it drives takes to succeed of my journey.

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## **LIST OF ABBREVIATIONS**

<b>AFTA</b>	<b>ASEAN Free Trade Zone</b>
<b>ASEAN</b>	<b>Association of Southeast Asian Nation</b>
<b>CBU</b>	<b>Completely Built up Units</b>
<b>SO</b>	<b>International Organization for Standardization</b>
<b>ITT</b>	<b>International Telephone and Telegraph</b>
<b>JV</b>	<b>Joint Venture</b>
<b>KMO</b>	<b>Kaiser-Meyer-Olkin</b>
<b>MBNQA</b>	<b>Malcolm Baldrige National Quality Award</b>
<b>OC</b>	<b>Organization Characteristics</b>
<b>OEM</b>	<b>Original Equipment Manufacturing</b>
<b>OP</b>	<b>Organizational Performance</b>
<b>QM</b>	<b>Quality Management</b>
<b>QMP</b>	<b>Quality Management Practices</b>
<b>QMS</b>	<b>Quality Management System</b>
<b>QS</b>	<b>Quality Standard</b>
<b>RBV</b>	<b>Resource Based View</b>
<b>RM</b>	<b>Ringgit Malaysia</b>
<b>SME</b>	<b>Small Medium Enterprises</b>
<b>SPD</b>	<b>Sustainable Product Development</b>
<b>SPSS</b>	<b>Statistical Package for Social Science</b>
<b>TC</b>	<b>Technical Committee</b>
<b>TQM</b>	<b>Total Quality Management</b>
<b>USA</b>	<b>United States of America</b>
<b>WCED</b>	<b>World Commission on Environment</b>

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## LIST OF SYMBOLS

$\beta$	Beta coefficient
$R^2$	Coefficient of determination
$r$	Correlation coefficients
DV	Dependent variable
Y	Dependent variable
SIM	Descriptive data and single item measures
$f^2$	Effect size of population
X	Independent variable
M	Mean
MSA	Measure of sampling adequacy
K	Number of Independent variables
N	Number of Sample
SD	Standard deviation
n	Sample size
p	Significant level
L	Power value for significant level and degree of freedom
$R^2$	Proportion of explained variance to effect size values

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

In chapter one there have ten main areas will be discussed in details. It begin with introduction, background, research problem statement, research questions and objectives, research scope, study significance, definitions of terms, and thesis organization.

#### **1.2 Background of the Study**

These decades, quality management practices and sustainable product development play important roles in advancing firms in the competitive market. Thus, it is believed that quality management is basic practices for organization survival (Nair, 2006), and nowadays, many organizations have embedded quality management practices into their operations. Previous studies by Flynn, Schroeder, & Sakakibara, (1995); Powell, (1995); Lakhal, Pasin, & Limam, (2006); Jirapattarasilp (2011); Kalra and Pant (2013) agreed that QM practices support the organization performance.

As result, many organizations have adopted quality management practices that focused on improving quality, which can substantially improve organizational performance (Yahya & Goh, 2001). Furthermore, quality of product is keys of success in manufacturing industry (Curkovic, Vickery, & Droge, 2000). However, to focus on the quality alone is still insufficient for organizations to survive without considering environmental issues (e.g., sustainable products) (Ishioka & Yasuda, 2009).



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