

## **The state of quality in logistics: evidence from an emerging Southeast Asian nation**

**M. Sadiq Sohail**

Department of Management & Marketing  
College of Industrial Management  
King Fahd University of Petroleum & Minerals  
PO Box 210, Dhahran 31261, Saudi Arabia  
E-mail: [ssohail@kfupm.edu.sa](mailto:ssohail@kfupm.edu.sa)

and

Amrik S. Sohal

Department of Management, Faculty of Business and Economics,  
Monash University, Melbourne, Australia, and  
Robert Millen

College of Business Administration, Northeastern University, Boston,  
Massachusetts, USA

**Abstract:** The importance of the logistics function has increased dramatically at many firms as comparative priorities have shifted from production quality to delivery and flexibility. At the same time, however, there have been few comprehensive studies on the implementation of TQM practices in the logistics function. This paper examines the implementation of quality management practices in the logistics function based on a study of 113 Malaysian firms. Findings on the extent to which logistics quality management programs had been implemented, the element of the logistics strategy, the impediments and the extent of quality programs are discussed. The paper concludes with a discussion on the implications.

**Key words:** Logistics, Quality, Total quality management, Malaysia

**Reference** to this paper should be made as follows: **Sohail, S. M.**, Sohal, A.S. and Millen, R.(2004), "Quality Practices in the Logistics Function in an Emerging Southeast Asian Nation", *International Journal of Quality and Reliability Management*, (Emerald-MCB), Vol. 21, Issue 4 pp 397-411.