

TQM Practices and Organizational Performances in the Manufacturing Sector: Evidence from a Developing Nation

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Abstract: This paper examines and compares the TQM practices and performances of the manufacturing sector in Malaysia. Empirical research is used to determine the difference, if any, in the issues related to Total Quality Management implementation and organizational performances. Results based on testing the mean differences between firms having ISO 9000 certification, and those that are not certified indicate that there are significant differences in performances between firms having ISO 9000 certification and those that are not. This supports the hypothesis that ISO 9000 certification contributes to a higher organizational performance. Other findings based on the impact of length of operation on performance are also reported and the implications are discussed. Future research directions are also suggested.

Key words: *ISO 9000, Malaysia, TQM, Manufacturing, Factor Analysis*

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