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# The Effects of Quality Management Practices on Organizational Performance in Malaysian Small and Medium-Sized Enterprises (SMEs)

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**Abstract:** The purpose of this study was to determine the effect that Quality Management Practices had on an organization's performance. performance in the domain of SMEs in Malaysia with a particular emphasis on SMEs the study's aims include the following: compiled a bibliography of available theoretical and empirical literature on Quality Management Practices, as well as the performance of the organization. Quality Management Practices are crucial for Small and Medium-sized Enterprises (SMEs) given the level of competition in the environment in which they operate both locally and internationally. Thus, it is vital for Small and Medium-sized Enterprises (SMEs) to recognize Quality Management Practices as a critical strategic business tool for establishing a sustainable competitive edge and organizational performance, even in the face of a challenging economic environment. To accomplish this, the study used positivism. Generalize the findings to SMEs firms. A The study used a quantitative research design because it supplied quantitative data. analysis of the primary data collected using statistical techniques. Questionnaires with an open-ended format were distributed. Since its inception, this system has been utilized to collect pertinent primary data from employees and management. They made it possible to acquire a large volume of primary data in a short period of time. period. The survey elicited responses from 260 respondents representing all SMEs firms. There were 235 respondents that completed the questionnaire successfully. Corresponding to a 90.39 percent response rate. Data were compiled, coded, and analyzed. SPSS version. The demographic characteristics of the respondents were analyzed using a statistical package. and to generate findings in terms of frequencies and percentages. correlation coefficient Pearson, linear correlation coefficient to examine the association between the variables, regression and one-way were performed. factors in the study the study established the vital importance of Quality Management Practices in Increasing an organization's performance. Additionally, the study revealed that logistics has a significant role in Sourcing has impacted both the production and sharing of knowledge among suppliers and expanding the market potential of the businesses. The analysis established that the Quality Management Practices operates in an efficient manner.

**Keywords:** Quality Management Practices, Organizational Performance, Small and Medium-sized Enterprises (SMEs) in Malaysia.

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Management has a critical role in boosting an organization's performance. on the basis According to the findings, SMEs enterprises should concentrate their efforts on the following: Increasing understanding of information and communication technology tools and their benefits for SMEs. and their respective capabilities. Additionally, it is worth noting that SMEs utilizes technology. The sector has the potential to improve information sharing and integration. Observation suggests that SMEs improve their Quality Management Practices. management by making a concerted effort to apply many critical best practices. This can be accomplished by maintaining current processes.

## 1. Introduction

Numerous countries throughout the world differ from one another for a variety of reasons Masri, S., Wilkens, K. (2011). Simultaneously, there are significant variables that contributed to increased interest in higher education performance, such as the vast expansion according to institutions or clients. Economic and social progress have led to the rise and emergence of new types of higher educational institutions. There was an increase in contact between these institutions, as well as approval of new rules governing their operations. The problems posed by social and current reforms and economic development call for a rise in research, as well as the effectiveness of international finance Nikolayenko, E., Seroshtan, E. (2012). The conclusions about the association between quality management practices and organizational performance are ambiguous, and various research has examined the relationship between quality management practices and performance Ng, K.S., Jantan, M. (2010), Sharma, B. and Gadenne, D. (2010). Additionally, other studies examined the link between organizational performance and organizational success [Guinot, J., Chiva, R., Mallén, F. (2015),] [Pokharel, M.P., Choi, S.O. (2015)]. Due to a dearth of research on the relationship between quality management and organizational performance, as well as their relevance to organizational performance Y.J., Li, C.H., Hao, Y.Q. (2011), past literature surveys revealed various gaps that required filling. Similarly, the quality management literature demonstrated that the conclusions about the association between Quality Management Practices and organizational performance were derived from a substantial body of research Bayraktar, E., Tatoglu, E. (2011), Nair, A. (2006). While additional research has revealed the inconsistency between quality management and performance Carter, R.E., Lonial, S.C. (2010). Few studies have documented companies' inability to enhance their performance. Despite the success of quality management practice implementation Sabella, A.R., et al. (2014), some others have claimed a lack of correlation between Quality Management Practices and organizational performance Yeung, A.C.L., Cheng, T.C.E., Lai, K. (2006), Mohrman, S.A., et al. (1995). More crucially, as stated by Bapuji and Crossan Bapuji, H., Crossan, M. (2004), quality management practices play a critical role in translating earlier experiments into innovative concepts, which are then translated into actions and policies with the goal of improving the organization's performance Argote, L. (2012), Lipshitz, R., Friedman, V., Popper, M. (2006). This encouraged the authors to do additional research and demonstrate the existence of a direct beneficial association between Quality Management Practices and organizational performance I W.B. (2006) On the other hand, the relationship between Quality Management Practices and organizational performance is debatable or there is an indirect relationship Wang, X.N., Tian, Y.Z., Cheng, Y.J., Li, C.H. and Hao, Y.Q. (2011) As previously stated, the researchers' findings are contradictory about the relationship between Quality Management Practices and organizational performance. This has prompted additional research into the factors and their effects. In this regard, Sharma and Gadenne Sharma, B. and Gadenne, D. (2010) and Qunxiang et al. Zhang, Q., Xiong, W. and Feng, X. (2010) emphasized the necessity of examining the relationship between organizational performance and certain Quality Management Practices characteristics. Wang et al. have also pushed for this. Wang, X.N., Tian, Y.Z., Cheng,

Y.J., Li, C.H. and Hao, Y.Q. (2011). Thus, the current study suggests the effect of Quality Management Practices on the relationship between the aforementioned factors in terms of obtaining optimal organizational performance. In other words, this study's primary objective is to close a gap in the literature by proposing a relationship between quality management practices and organizational performance institutions, which will be further investigated in the future. The remainder of this work is organized in the following manner. an overview of organizational performance and analyses the factors that determine organizational performance. Finally, the framework for the research will be presented, followed by the conclusions Ahmed, M. (2022).

Quality Management Practices are crucial for Small and Medium-sized Enterprises (SMEs) given the level of competition in the environment in which they operate both locally and internationally. Thus, it is vital for Small and Medium-sized Enterprises (SMEs) to recognize Quality Management Practices as a critical strategic business tool for establishing a sustainable competitive edge and organizational performance, even in the face of a challenging economic environment. Inefficiencies in Quality Management Practices, notably in the procurement phase of Quality Management Practices, have led to these organizations' low performance. One of the primary areas where significant opportunities for efficiency and cost reduction have been recognized is in Quality Management Practices. These inefficiencies resulted in increased expenses and increased consumer complaints, impairing performance. Thus, the study was intended to determine the effect of Quality Management Practices on the performance of Small and Medium-sized Businesses (SMEs) in Malaysia Ahmed, Y. (2021).

The study's primary purpose was to determine the effect of quality management practices on organizational performance in Small and Medium-Sized Enterprises (SMEs).

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The study's specific sub-objectives were as follows:

- Examine the influence of Strategic planning on the organizational performance of Small and Medium-sized Enterprises (SMEs) in Malaysia
- Determine the effect of Logistics on the organizational performance of Small and Medium-sized Enterprises (SMEs) In Malaysia
- Establish the impact of Customer Force on the organizational performance of Small and Medium-sized Enterprises (SMEs) in Malaysia
- Determine how information Analysis on organizational performance of Small and Medium-sized Enterprises (SMEs) in Malaysia

The study aims to contribute both theoretically and practically to a variety of stakeholders. As shown below, the study has the potential to influence a variety of groups, including policymakers, manufacturing corporations, and academics.

## **2. Previous Studies**

This section covers the literature relating to the impact of Quality Management Practices on organizational performance. I reviewed relevant conceptual and theoretical issues connected to the concept of Quality Management Practices. The section also discusses the theoretical foundations supporting the study as well as the benefits of Quality Management Practices. Furthermore, the chapter examines the concept of organizational performance.

## 2.1. Theoretical Framework

A theoretical framework is essentially a set of connected notions, a poorly developed theory that provides guidance on what to measure and what statistical links to look for in study (Day, Fawcett, Fawcett and Magnan, 2016). Numerous hypotheses exist to account for the effect of Quality Management Practices on organizational performance. However, this research was founded on two theories: The Resource-Based View (RBV) and the Transaction Cost Economics (TCE) Theory. Both ideas provide a general explanation for the relationship between Quality Management Practices and organizational success. These theories help scholars have a better grasp of practitioners manage the process successfully.

## 2.2. Resource Based View (RBV) theory

To be more precise, the resource-based view theory views the organization as a collection of resources, which comprise intangible assets, tangible assets, and organizational capabilities. As Prahalad and Hamel (1990) explain, resources and capabilities distinguish a corporation from the competition and contribute to its competitive advantage. The hypothesis is predicated on the assumption that organizations are administratively structured. These structures connect and unite all of the individual and team activities inside the organization, thereby contributing to variety (Penrose, 1959; Neves et al., 2014). Additionally, the idea says that organizational performance is determined by an organization's possession of unique assets, inventions, and resource barriers that enable it to readily increase its market position (Bearnon, 2014; Narasimhan and Jayaram, 2018).

## 2.3. Organizational performance

Ramakrishnan, Haron, and Goh (2015) defined organizational performance as the way the mission, organizational activities, and results are accomplished. Measuring organizational performance is a tough undertaking in and of itself. As a result, there is no widely accepted approach for measuring organizational effectiveness among scholars and practitioners. Previous research has established that multidimensional structural performance should be quantified using a variety of criteria (Basu, Jeyasingam, Letchmana and Ravindran, 2017; Kanda and Iravo 2015). Kanda and Iravo (2015) separate organizational performance into two dimensions: financial performance and non-financial performance Younus, A. M. (2022).

Financial performance can be defined as a company's attainment of its shareholders' financial objectives aimed at increasing wealth. These objectives include profitability/earnings, return on assets, profit margin on sales, and return on investment (Shahbaz, M.S., Hussain and Rasi, 2019). Additionally, quantifiable measures based on cost and customer responsiveness are available. As Annan, Outcheer, and Daniel (2016) note out, many industrial organizations' ultimate purpose is typically financial and accounting performance. Profit margin is a metric that indicates how much of each dollar of sales a business retains in earnings. Supply chain management features such as customer relationship management, strategic partnerships, and information sharing increase an organization's profit margins by enabling businesses to have access to important information that enables them to differentiate their products from competitors (Bahri-Ammari, 2017).

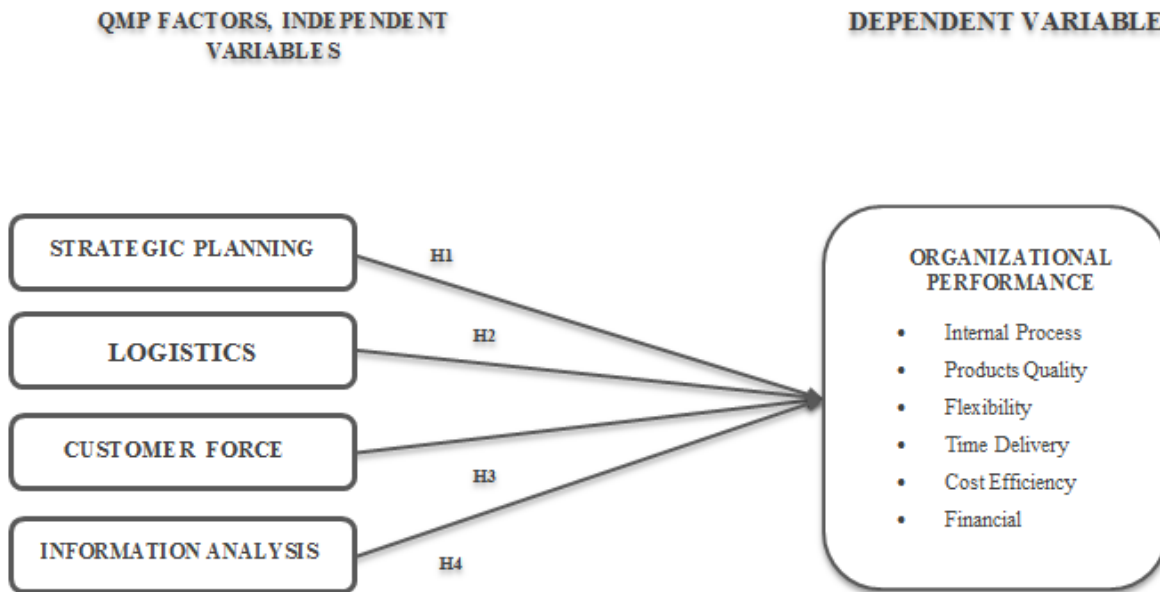
## 2.4. Small and Medium Enterprises it (SMEs)

In developing nations, crema, m., & verbano, c. (2020) categorizes SMEs based to their features under the broad themes of job characteristics, activity divisions, proprietor sex, and competitiveness. The most prominent corporation the designation is applicable to operating staff, provided most information technology SMEs are solitary proprietorship. The majority of SME Workers in most developed countries compensate for this. Those who are not rewarded yet are active They typically make up another sixth of the campaign. The remainder

of the population is divided into two groups. Personnel in the workplace and students or undergraduates. Small and medium-sized enterprises (SMEs) are more extreme than large firms in terms of employment and thereby decreasing capital Expenses incurred because of the employee's employment.

**2.5. Research Conceptual Framework**

A conceptual framework is a collection of basic concepts and principles drawn from relevant fields of study that are used to outline a future presentation (Azmi, Abdullah, Bakri, Musa and Balakrishnan, 2018). The study asserts that Quality Management Practices will have a direct effect on organizational performance. The study's objective is to construct and test a conceptual framework for the correlations between these variables. Figure 1 illustrates this.



**Figure 1. Conceptual Framework**

According to Younus, A. M., and Younis, H. (2021). the above diagram, the Quality Management Practices variables that were considered for this study were strategy, customer force, information analysis, and logistics. As such, the independent variables are strategic supplier partnerships, customer relationships, data analysis, and logistics. Additionally, organizational performance is a dependent variable, comprised of components such as cost effectiveness, timeliness, internal processes, product quality, cost, financial viability, and customer flexibility.

*H1 Strategic planning has a positive on organizational performance.*

*H2 logistics has a positive on organizational performance.*

*H3 Customer Force has a positive on organizational performance.*

*H4 Information Analysis has a positive on organizational performance.*

**2.6. Hypotheses Development**

**A. Strategic planning effect on organizational performance**

Banerjee and Mishra (2017) define strategic supplier partnership as an organization's long-term engagement with its suppliers. According to Oyebiyi, Misra, Maskelinas, and Damaeviius (2017), strategic supplier partnerships are defined as the organization's long-term engagement with its suppliers. The primary objective of a strategic supplier relationship is to

emphasize long-term affiliation and to promote collaborative planning and problem-solving activities Ahmed, M. Y. (2022). These strategic supplier alliances are intended to foster mutual benefit and participation in critical strategic sectors such as technology, goods, and markets (Blome, Paulrah and Schuetz, 2014). Since suppliers and buyers have expertise in distinct disciplines, their union might result in the creation of unique information that can be leveraged to boost corporate performance. Simultaneously, improved relationships between customers and suppliers can help increase the likelihood of new product acceptance (Ataseven and Nair, 2017).

*H1 Strategic planning has a positive on organizational performance.*

## **B. The effect of logistics on organizational performance**

logistics is "the practice of an organization's logistical operations being outsourced to third-party providers." Logistic is delegating responsibility for a portion of an organization's operation and management to a third party. When done correctly, logistics outsourcing increases organizational performance, frees up assets, and decreases expenses. Mungatia (2017) notes that logistics outsourcing results in cost savings, higher capacity, enhanced quality, increased productivity, and increased organizational competitiveness. However, those that outsource face increased risk in comparison to businesses that outsource their administrative activities. In today's technologically advanced world, many businesses want to increase market share by leveraging lean manufacturing and logistics outsourcing efficiencies.

*H2 logistics has a positive on organizational performance.*

## **C. Customer Force affect an organization's performance**

Customer relationships encompass a broad range of strategies aimed at resolving customer complaints, establishing long-term connections with customers, and enhancing customer happiness (Hassan, Zaharudin and Yunus, 2015). It is regarded as a critical component of good supply chain management. According to Afande, Ratemo, and Nyaribo (2015), customer connections are based on trust, dependability, capacity, and two-way communication. A more positive relationship between two parties' benefits both parties in terms of profitability, not just in the near term, but also in the long run. Wijetunge (2017) as well as Kyusya (2018) Client relationships, they agree, enable businesses to differentiate their products from competitors and maintain customer loyalty. Similarly, Maestrini, Luzzini, Maccarrone, and Caniato (2017) assert that relationships between suppliers and purchasers can result in a slew of internal benefits as well as environmentally sustainable products. As a result, customer relationship management has long been seen as a critical component of supply chain management.

*H3 Customer Force has a positive on organizational performance.*

## **D. The impact of Information Analysis on the performance organizations**

Gillis, Combs, and Ketchen (2014) describe information sharing as the amount to which "important and private information is given to one's supply chain partner." According to Jin and Edmunds (2015), information sharing is defined as the exchange of private data between trading partners, enabling them to track the progress of items and orders as they move through various supply chain operations. Several components of information sharing are the gathering, processing, storage, presentation, retrieval, and broadcasting of demand and forecast data, inventory status and locations, order status, cost-related data, and performance status. Additionally, Hwang and Min (2015) state that information sharing increases supply chain visibility, enabling more effective decision making.

*H4 Information Analysis has a positive on organizational performance.*

### **3. Material and Method**

The study applied a quantitative research approach to explore the influence of Quality Management Practices on organizational performance. Younus, A. M. (2021). According to Mohammad (2013), a quantitative research strategy seeks explanations and predictions that could be extrapolated to other persons, organizations, and places. The assumptions supporting quantitative research technique include objectivism, the study is independent of the researcher and research is founded on deductive forms of reasoning (Ihantola and Kihn, 2014; Peersman, 2014). The data acquired by quantitative research tends to be numerical and are open to interpretation by use of statistics (Babbie, Mouton, 2015). In the research uses facts that are structure at form for numbers or it can be immediately transported to numbers. Thus, the quantitative research strategy involved the collecting of data that information could be quantified and submitted to statistical treatment to support or deny alternate knowledge assertions. The aim of the study was to construct, confirm, or validate correlations and to develop generalizations that contributed to theory (Field, 2015). The study itself was not just independent of the researcher but the data was also used to objectively measure reality. The objective of the quantitative research approach was to quantify the data by utilizing statistic measures as a control procedure which decreased biased and confound variable. More so, that purpose of the quantitative approach was discovering potential substantial, random, correlations between interpretative, independent variables and impacts dependent variable for applying reasonably huge number of crossing-sectional data (Braun and Clarke, 2012). As such, the quantitative research technique focused the generation of exact and generalizable statistical conclusions.

The survey research approach elicited data on past and intended behaviors, beliefs, attitudes, and sentiments, as well as other descriptive questions, about the impact of Quality Management Practices on organizational performance. Additionally, the survey's primary objective was to collect data for population- broad mainstreaming, so that the acquired data could be consolidated among SMEs corporate (Gorsuch, 2015). As Root and Hancock (2015) point out, survey research is a rigorous approach that can help eliminate bias from the study process and yield replicable results. Additionally, the survey method did not necessitate any control over behavioral behaviors and was primarily focused on current events pertaining to the influence of Quality Management Practices on organizational performance. The researcher able to determine the statistic reliable of the samples results use the survey approach (Brandenburg, and Seuring, 2014). Additionally, the survey research approach was often easy to comprehend and permitted the collection of information in an economically practical manner. Significantly, the survey study approach provid greater control over the research process. Additionally, surveys are the most often utilized research design in Quality Management Practices research. Take this benefit into account, the researcher's chosen survey, research design it was perfect match of the research resources accessible to him.

#### **3.1. Population and Sample Size**

According to Pernecky (2016), a population is a bigger collection of all participants from which a sample is taken. The research included quality management practices of SMEs in Malaysia. The study aimed to collect data on 780 procurement and quality management practices of SMEs in Malaysia. The population breakdown of the selected ten in SMEs is shown in Table 1.

**Table 1.** Population of the study, Malaysia Companies, Number of Respondents

No.	Companies	Number of Employee'	No.	Companies	Number of Employee'
1	Small and Medium-sized Enterprises (SMEs) A	60	6	Small and Medium-sized Enterprises (SMEs) F	70
2	Small and Medium-sized Enterprises (SMEs) B	70	7	Small and Medium-sized Enterprises (SMEs) G	85
3	Small and Medium-sized Enterprises (SMEs) C	85	8	Small and Medium-sized Enterprises (SMEs) H	81
4	Small and Medium-sized Enterprises (SMEs) D	80	9	Small and Medium-sized Enterprises (SMEs) I	76
5	Small and Medium-sized Enterprises (SMEs) E	95	10	Small and Medium-sized Enterprises (SMEs) J	78
<b>Total 780</b>					

According to Table 3.1, the SMEs targeted a total of 780 employees and management. The researcher's primary focus had to be on procurement and Quality Management Practices because they possessed data on the impact of Quality Management Practices on organizational performance. Additionally, procurement and quality management practices specialists possessed the necessary firsthand knowledge about all of the research issues addressed in section 1. The ten SMEs selected were expected to enable for an in-depth examination of the effect of Quality Management Practices on organizational performance.

According to Yin (2014), a sample size is a tiny fraction of the objective population. It is critical to select an optimal sample size that satisfies the efficiency, representativeness, reliability, and flexibility requirements (Bryman and Bell, 2015). As (Gogtay and Thatte 2016) advise, sampling size between 30 and 250 can be considered adequate. The researcher determined that a statistically representative sample size was critical. Additionally, quantitative research methodologies necessitate high sample sizes to minimize sample error for maximize represent (Wiid and Diggines, 2011). due elementary data collection of all 780 respondents was unfeasible, the sample size was determined using the following formula adopted from Guilford and Frucher (2009):

$$n = N/1 (e^3) \text{ expected sample size}$$

$N =$  the population

$E = \pm 0.5$  is the level of precision

The sample size required for the investigation at the 5% level of significance was  $n = 780 / 1+780 (0.052) = 260$  respondents. Thus, with a 95% confidence interval and a 5% margin of error, at least 260 managers and employees from SMEs were necessary to engage in the study.

According to Bryman and Bell (2015), stratified random sampling produces more precise estimates of population parameters and assures that a more representative sample is drawn from a reasonably homogeneous population. Peersman (2014) argues that stratified random



sampling is employed when it is necessary to include representation from each subgroup within the population in the sample. The objective of stratification was to reduce standard error by introducing some measure of variance control (Sekaran, 2013). who claims that stratified random sampling is an unbiased sampling technique that involves separating heterogeneous populations into homogeneous subsets and then selecting within each subset to assure representativeness?

Additionally, stratified random sampling resulted in the formation of ten strata of selected SMEs. The purpose of stratified random sampling was to acquire the required representation of the population's various subgroups. Thus, the sampling process entailed segmenting the target population into pertinent strata to ensure that the sample size was representative (Forbat and Henderson, 2012). The Proportional sampling was used to determine the allocation of each stratum, which was computed using the following formula:

$$n_i = n * N_i / N$$

Where,  $n_i$  = Number of members in the sample from strata  $i$  for  $i = 1, 2, \dots, 5$   $N_i$  = Number of members in the population from strata  $i$  for  $i = 1, 2, \dots, 5$   $N$  = Number of members in the entire population

$n$  = Sample size.

**Table 2.** Proportional Sampling

Sample Size	Stratified Sampling $n_i = n * N_i / N$
<b>Small and Medium-sized Enterprises (SMEs) A</b>	<b>26</b>
<b>Small and Medium-sized Enterprises (SMEs) B</b>	<b>24</b>
<b>Small and Medium-sized Enterprises (SMEs) C</b>	<b>28</b>
<b>Small and Medium-sized Enterprises (SMEs) D</b>	<b>20</b>
<b>Small and Medium-sized Enterprises (SMEs) E</b>	<b>27</b>
<b>Small and Medium-sized Enterprises (SMEs) F</b>	<b>32</b>
<b>Small and Medium-sized Enterprises (SMEs) G</b>	<b>23</b>
<b>Small and Medium-sized Enterprises (SMEs) H</b>	<b>29</b>
<b>Small and Medium-sized Enterprises (SMEs) I</b>	<b>26</b>
<b>Small and Medium-sized Enterprises (SMEs) J</b>	<b>25</b>
<b>TOTAL</b>	<b>260</b>

A simple random sample procedure was then used within each identified stratum (SMEs). Sampling random sample had the feature of protecting survey research from selection bias by randomly select a sample with the probability as any other possible sample (Mugenda, 2013). Additionally, simple random sample it was utilized because each member of the population had an equal chance of being chosen, with the likelihood of each company being chosen hovering around 0.9. This would also increase the information's quality and provide a more accurate representation of the total population.

**4. Results and Discussion**

This section presents and analyses the primary data collected from the fieldwork on the impact of Quality Management Practices on organizational performance in the food manufacturing industry in Malaysia SMEs. Data that were collected using the quantitative method is tabulated and analyzed using descriptive, correlation, and regression analysis statistical tools. This is followed by an analysis of the background information of the respondents and analyzing the findings in line with the research objectives. The chapter concludes with an analysis of the relationship between various Quality Management Practices variables and organizational performance using Pearson correlation, regression, and ANOVA

analysis. All the primary data were analyzed using SPSS. A total questionnaire was issued out of which 235 were successfully completed and returned.

#### 4.1. Demographic of Respondents

The researcher analyzed the respondents' demographic features in attempt to grasp the logic behind their questionnaire responses. The respondents' demographic information included their gender, age, degree of education, and duration of service with the organization. These are discussed in greater detail in the following sections Younus, A. M., Tarazi, R., Younis, H., & Abumandil, M. (2022).

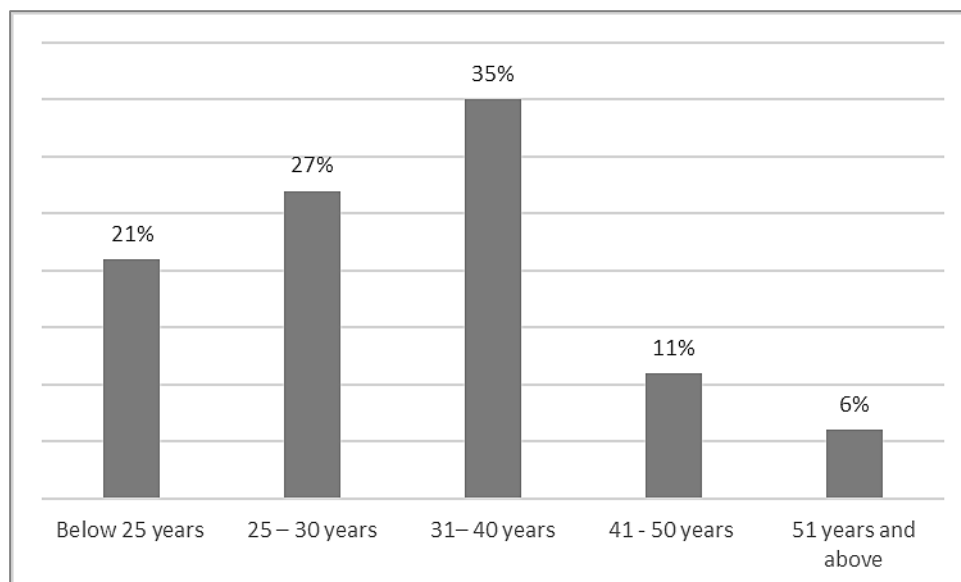
##### A. Gender of Respondents

According to the survey, 44% of respondents were female, while 56% were male. These observations are illustrated.

Respondents' gender, Fieldwork for a Survey (2021) According to the findings above, most respondents from the selected SMEs in Malaysia were male.

##### B. Age of Respondents

The study also captured the frequency distribution of the age brackets of respondents.



**Figure 2.** Age of Respondents: Survey

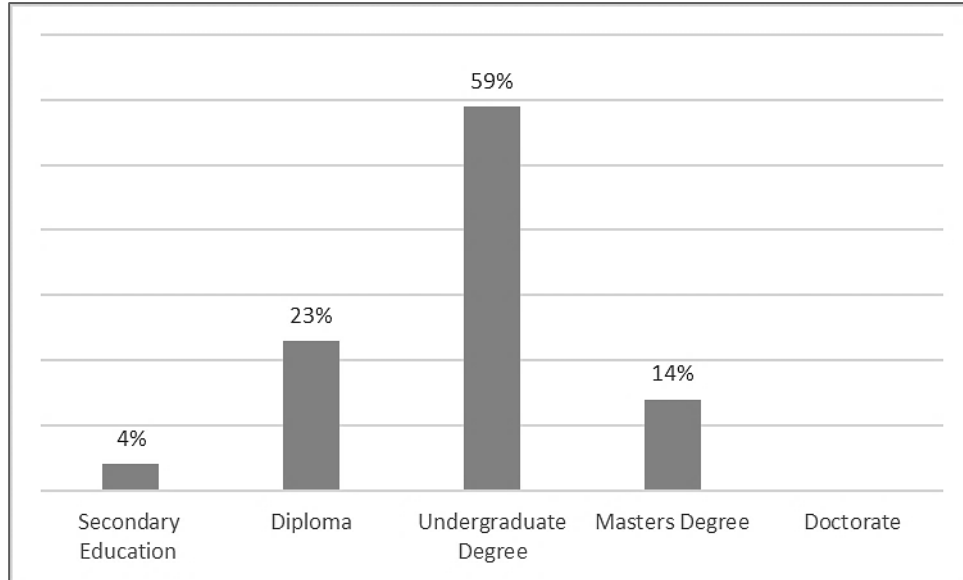
According to the study findings, most respondents (83 %) were under the age of 40. These statistics imply that Malaysian businesses are dominated by youthful and middle-aged individuals. In this regard, it can be concluded that SMEs can improve their performance in terms of Quality Management Practices. Additionally, the over-40 age groupings included economically active individuals who were primarily concerned with organizational performance and company success (Albright, Winston, and Zappe, 2010). Additionally, the employees over the age of 40 are mature individuals in SMEs, which enables us to make educated judgments regarding the impact of QMP on organizational performing.

##### C. Qualifications of Respondents

According to Figure 3, the majority (73%) of respondents in the survey had at least an undergraduate degree. This implied that most of the SME's industry in Malaysia was educated sufficiently to comprehend challenges and concepts pertaining to the impact of Quality Management Practices on organizational performance. This finding corroborates Jim

and Edmunds' (2015) and Mashimba's (2018) assertions that employees with a higher education are more successful because they possess more knowledge and modern skills, thereby increasing their awareness of the reality of issues relating to the impact of Quality Management Practices on organizational performance.

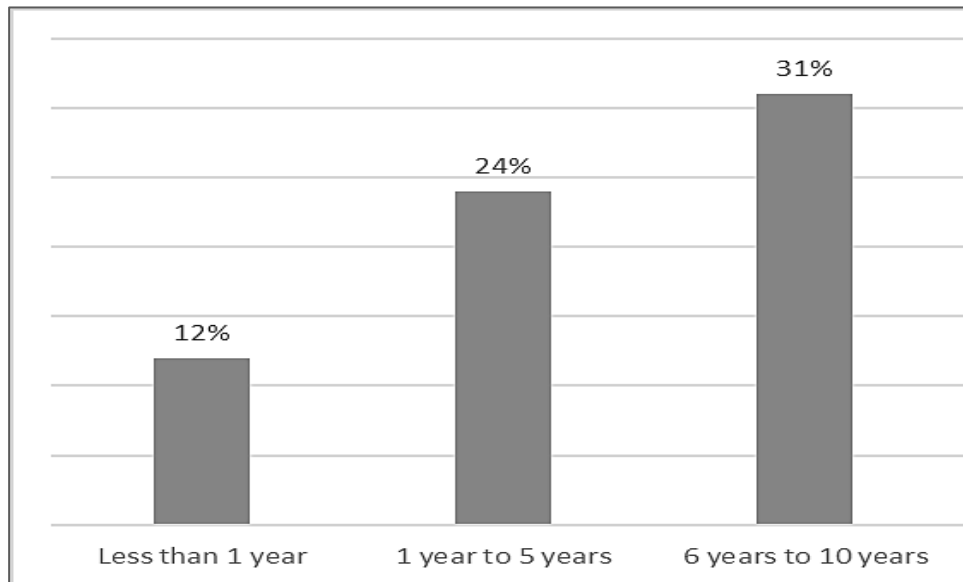
The study respondents were required to indicate their level of them education.



**Figure 3.** Qualifications of Respondents Survey.

**D. Experience of Respondents**

The respondents were asked to indicate the duration of time they had worked for the company in Malaysia.



**Figure 4.** Experience of Respondents Survey

According to the statistics above, the majority (64 percent%) of respondents had worked for their businesses for at least six years. This indicated that the majority of employees understudy has sufficient expertise and a working knowledge of Quality Management Practices and organizational performance challenges. by Mishra and Banerjee (2017).

**4.2. Effect of strategic planning, logistics, Customer force and information analysis on the performance of SMEs in Malaysia.**

The purpose of this study was to ascertain the impact of strategic planning, logistics, customer force, and information analysis on the performance of Malaysian SMEs. In this regard, poll respondents been asked to rapid their levels of agreements or dispute. On a scales of 1 to 5, respondents indicated their level of agreement with various statements, which was used to calculate the means and standard deviations for the items. To establish the average variance of the responses from the mean, the standard deviation values were determined. According to the results of the descriptive analysis, most mean scores exceeded 3.5, indicating that the responses were skewed toward agreement. The standard deviations were all less than zero, indicating that the replies were extremely close, and the skewness was normal. Table 3. summarizes all the data regarding the impact of strategic planning, logistics, customer force, and information analysis on the success of SMEs in Malaysia.

**Table 3.** Descriptive Statistics: Impact of strategic planning, logistics, Customer force and information analysis on the performance of SMEs in Malaysia.

Variables	N	Mean	Std. Deviation
Strategic Planning	235	4.59	0.47
Logistics	235	4.26	0.06
Customer Force	235	4.41	0.28
Information Analysis	235	4.42	0.08
Valid N	235		

Karimi and Rafiee (2014) have a favorable impact on the performance of businesses and help these businesses improve their performance. As a result, one could claim that logistic outsourcing is a vital aspect of Malaysian SMEs' corporate strategy.

**Table 4.** Correlation Analysis

Correlations						
Constructs		Strategic Planning	Customer Force	Information Analysis	Logistics	Organizational Performance
Strategic Planning	Correlation	1	0.11	0.16	0.34	0.75
Customer Force	Correlation	0.11	1	0.17	0.19	0.66
Information Analysis	Correlation	0.16	0.17	1	0.12	0.72
Logistics	Correlation	.034	0.19	0.12	1	0.69
Organizational Performance	Correlation	0.75	0.66	.072	0.69	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

According to Table 4. the correlation analysis demonstrated a strong significant positive association between strategic planning and organizational performance (n = 235; r = 0.75; p0.05). These data suggest that implementing a plan will result in an increase in organizational performance for Malaysian SMEs.

Additionally, the correlation analysis demonstrated a favorable association between customer force relationships and organizational performance (n = 235; r = 0.66; p0.05). This necessarily meant that any enhancements to the customer experience made by businesses would result in enhanced organizational performance.

Correlation study revealed a strong positive association between information analysis and organizational performance (n = 235; r = 0.72; p0.05). The findings indicated that improving

information analysis leads in a considerable improvement in the organizational performance of SMEs.

The association between logistics and organizational performance was statistically significant and positive at the 95 percent confidence level ( $n = 235$ ;  $r = 0.69$ ;  $p < 0.05$ ). This clearly demonstrates that when proper logistics are maintained, organizational performance improves.

Based on sampled data, a favorable and significant relationship between strategic planning, customer force, information analysis, and logistics is accepted. These results corroborate quantitative research conducted by to effective quality management practices, concluding that strategic management techniques significantly improved performance among quality management SMEs.

### 4.3. Regression analysis

Multiple regression analysis was performed to determine the effect of Quality Management Practices (strategic planning, customer force, information analysis, and logistics) on the organizational performance of SMEs in Malaysia. Regression analysis is a statistical technique for examining the relationships between a collection of independent variables and a single dependent variable (Ihantola and Kihn, 2014). The purpose of this model was to ascertain whether the study variables had the predicted effect. The findings are summarized in Table 5.

**Table 5.** Regression Analysis

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749 <sup>a</sup>	.622	.594	1.11158

#### **Predictors: (Constant), strategic planning, customer force, information analysis, and logistics**

The association between Quality Management Practices and organizational performance is substantial, as demonstrated in Table 5. The direction of the relationship is indicated by the sign of R. (positive or negative). The R<sup>2</sup> value indicates that 74.9 percent of the variation in organizational performance can be accounted for by variation in the independent variables such as strategic planning, customer force, information analysis, and logistics. The remaining 25.1 percent is explained by non-modeled factors. Thus, considering that the unexplained variation is only 25.1%, it suffices to demonstrate that Quality Management Practices are critical for improving organizational performance.

### 4.4. ANOVA Analysis

A one-way analysis of variance was done to determine the model's predictive ability. One-way ANOVA was used to determine the regression model's overall significance at a 95% confidence level (5 percent significance level). ANOVA (F-test) determines the model's statistical acceptability (Finne and Holmström, 2018). The following table summarizes the findings:

**Table 6.** Analytical Model

Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.509	.331		1.537	.000
	Strategic planning	.479	.100	.085	2.78	.000
	Customer Force	.242	.110	.434	4.008	.000
	Information Analysis	.388	.098	.085	1.901	.000
	Logistics	.298	.096	.200	2.058	.000

Dependent Variable: organizational performance

According to Table 6. the significance value of the F statistic (F=15.306) is less than 0.05 (Sig =0.000), indicating that the aggregated effect of independent variables is significant. The F statistic was large, indicating that the model is statistically significant at the 5% level of significance. In other words, the model is statistically significant because the p value of 0.000 is less than the threshold of 0.05. This indicates that it is an appropriate prediction model for elucidating how Quality Management Practices affect organizational performance.

**4.4 Hypotheses Testing**

Using Pearson correlation and regression analysis, the researchers investigated a total of four hypotheses in their study. These are detailed in greater detail below.

**Table 7.:** Summary of Hypotheses Testing

Hypothesis statement	Significant (+/-)	Sig	Decision
Strategic planning has a positive and significant relationship with organizational performance	+	sig	supported
Customer force has a positive and significant relationship with organizational performance	+	sig	supported
Information analysis has a positive and significant relationship with organizational performance	+	sig	supported
Logistics has a positive and significant relationship with organizational performance	+	sig	supported

Sig. significant, ns not significant, (+) positive relationship, (-) negative relationship

This section summarized the research findings in relation to the information provided by respondents. Presented the findings in terms of the respondent's background using bar graphs and tables. Correlation and regression analyses were utilized to determine the effects of Quality Management Practices on the organizational performance of SMEs. The findings and recommendations are discussed.

**4.5 Finding**

The purpose of this study was to determine the effect of quality management practices on the organizational performance of Malaysian SMEs. The section summarizes the findings for each of the four objectives, as well as the conclusions and recommendations.

**A. Examine the effect of strategic Strategic planning on the performance of Malaysian SMEs.**

Based on the descriptive statistics, it can be stated that most SMEs have long-term relationships with suppliers and priorities quality when selecting suppliers. Additionally, it was discovered that the individual corporation's factor in their suppliers when determining

the production and quality of items. The study determined that the organizations under examination have been resolving issues collaboratively with suppliers on a regular basis and that there is also a continuous improvement programmed in place that incorporates supplier procedures, assisting in the improvement of various performance measurements. As a result, strategic planning has aided in the development of unique knowledge about the demands and challenges of businesses. Correlation study revealed a substantial positive association between strategic planning and organizational performance ( $r = 0.75$ ;  $p < 0.05$ ). These findings revealed that strategic planning will result in an improvement in organizational performance for these Malaysian businesses. Based on the descriptive statistics, it can be stated that most SMEs have long-term relationships with suppliers and priorities quality when selecting suppliers. Additionally, it was discovered that the individual corporation's factor in their suppliers when determining the production and quality of items. The study concluded that the organizations studied had a history of resolving issues collaboratively with suppliers and that there is also continuous improvement programmed in place that incorporate supplier processes, hence assisting in the improvement of various performance measurements. As a result, strategic planning has aided in the development of unique knowledge about the demands and challenges of businesses. Correlation study revealed a substantial positive association between strategic planning and organizational performance ( $r = 0.75$ ;  $p < 0.05$ ). These findings revealed that strategic planning will result in an improvement in organizational performance for these Malaysian businesses.

#### **B. Determine the effect of customer force on the performance of small and medium-sized enterprises (SMEs) in Malaysia.**

As demonstrated by the descriptive findings, many firms in Malaysia have formed customer relationship management process teams tasked with resolving issues in collaboration with suppliers. Additionally, the survey indicated that organizations have supplier teams with defined boundaries for the level of custom action desired and that they receive feedback from these vendors on a regular basis. More importantly, the study showed that, in comparison to competitors, the organizations under study keep their suppliers fully informed about business difficulties. Additionally, the correlation analysis revealed a favorable association between customer relationships and organizational performance ( $r = 0.66$ ;  $p < 0.05$ ). This always meant that any enhancements to the companies' client interactions would result in increased organizational performance.

#### **C. Establish the effect of information analysis on the performance of SMEs in Malaysian**

Based on the findings, it can be inferred that the businesses have the necessary technology in place to facilitate data analysis and business planning. Additionally, the study revealed that businesses share information with their trading partners regarding critical business practices and technical advancements. Additionally, it was established that information analysis helped not just the use of internet-based technologies and the flow of information within an organization's divisions, but also increased productivity. Correlation study revealed a substantial positive association between information analysis and organizational performance ( $r = 0.72$ ;  $p < 0.05$ ). The findings implied that a positive shift in information analysis results in a positive and significant shift in behavior.

#### **D. Determine how logistics affect the performance of SMEs in Malaysia**

From the descriptive findings, it can be concluded that logistics has helped the companies in increasing opportunities to develop customer markets worldwide and growing market share through having a larger geographical coverage.

The study also concluded that logistics sourcing has influenced knowledge creation and sharing among suppliers as well as increasing the companies' market potential. Furthermore, the descriptive statistics concluded that logistics outsourcing has resulted in sustainable production and consumption of products for t companies in Malaysia. The study concluded that the correlation between logistics and organizational performance was significantly strong and positive at the 95% confidence interval level 2-tailed ( $r = 0.69$ ;  $p < 0.05$ ). This clearly indicated that organizational performance improved when good logistics outsourcing was maintained by the companies.

## **5. Conclusion.**

The study's primary objective was to ascertain the effect of quality management techniques on the organizational performance of small and medium-sized enterprises (SMEs) in Malaysia. According to the survey, Quality Management Practices is important to an organization's success. All Quality Management Practices had a positive effect on organizational performance in SMEs, according to the regression analysis. According to the regression model of the variation in organizational performance for Malaysian companies can be attributed to variation in the study's independent variables, which include Strategic planning, Customer Force, Information Analysis, Logistics.

### **5.1 Recommendations for Small and Medium-Sized Enterprises (SMEs) In Malaysia**

Additionally, based on the findings, it is recommended that businesses focus on growing understanding of the tools and benefits of Quality Management Practices in managing QMP activities and functions. The management of these companies must promote the use of new and developing information communication technologies that are important to small and medium-sized businesses. Management of Malaysian companies may need to establish clear policies on logistic implementation and communicate with all suppliers on what this implies, the expected benefits, and any problems. This will assist in establishing logistics as a best practice aimed at enhancing service delivery and organizational performance.

it's worth noting that the usage of technology in the SME sector can help promote information sharing and integration. These objectives can be accomplished by giving sufficient cash to technology and by top management becoming more dedicated to the usage of IT solutions. Several examples of technology that can help improve quality management practices include financial/accounting, e-suppliers, electronic data exchange, and warehouse management systems. As a result, managers can successfully increase their business performance using technology. businesses should invest sufficiently in developing and enhancing critical logistics capabilities to achieve organizational performance. Organizations should have a collaborative committee that is responsible for ensuring that varied experiences are shared to improve organizational performance. the report suggests that businesses boost their Quality Management Practices management by committing additional resources to the implementation of many important best practices and by keeping these practices current. SMEs can strengthen their strategic quality management practices by involving suppliers in continuous improvement programmers, planning, and goal setting, as well as new product and service development. Additionally, the top firms involve suppliers in the planning stage to ensure that customer expectations are met, and that information is shared effectively. training programmers should be provided to other staff members to ensure they grasp the Quality Management Practices management idea in greater detail and are able to apply it properly, as a lack of comprehension can obstruct full adoption.

### **5.2 Recommendations for further research**

This study's findings were limited to SMEs in Malaysia. As a result, these findings may not



be immediately applicable to other organizations that are not Malaysian SMEs. It is also advised that future research be expanded to other areas within Malaysia's broader commercial sectors, such as the hotel industry, banking sector, insurance sector, and a variety of other industries, to determine whether the findings corroborate this study.

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