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A CASE STUDY OF QUALITY MANAGEMENT PRACTICE ADOPTION IN MALAYSIAN MANUFACTURING SME

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ABSTRACT

Challenges and uncertainties resulting from the volatile global market environment require organisations to operate efficiently, hold on to their market share and increase product value to stay competitive. Achievement of these goals depends on a number of factors. One of the routes that are pivotal to a positive contribution is the effective implementation of quality management practice (QMP). The lack of guidance in this area can be an issue especially for Small and Medium Enterprises (SMEs). Understanding the key success factor will establish suitable direction that organisations can use. This paper will conduct an in-depth case study, investigating the way QMP is executed in a Malaysian manufacturing SME. Through the use of interviews, it is suggested the shop floor worker's level of education and the complexity of product assembly are the deciding factors in introducing the types of QMP. Also the adoption of 'gemba' principles helps to facilitate the introduction of QMP. Practically, the findings from this paper re-emphasise the need to look at human resource capability in introducing QMP. As a result, a plan of QMP integration could be prepared by management to improve the way change is introduced in manufacturing SMEs.

Keyword: manufacturing, QMP, SME