

# Enhancing Growth and Productivity through Best Practices in TQM

## Proceedings of the

**18<sup>th</sup> International Conference on ISO & TQM 18-ICIT**

**21-23 April 2014 at Riverside Majestic Hotel, Kuching, E. Malaysia**

**Hosted by: the Universiti Teknologi MARA – UiTM (Sarawak)**

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- Prof. Sam Ho – Founder Chair, ICIT, I5SO & APBEST Academy
- Prof. Jamil Hamali – Rector, UiTM-Sarawak

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- The Hon. Tan Sri Datuk Amar Haji Mohd. Morshidi bin Ab. Ghani – Secretary of State of Sarawak (+ Sarawak Tourism Board)
- Tan Sri Dato' Sri Prof. Ir. Dr. Sahol Hamid Abu Bakar, FASc – Vice Chancellor, UiTM
- Dr. Mohd. Azman Idris – COO, SIRIM Training Services

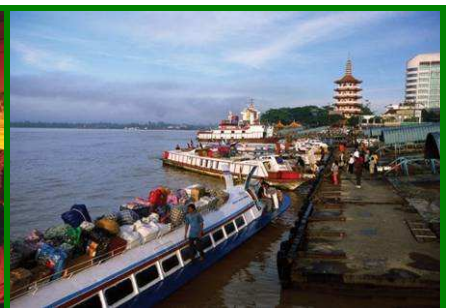
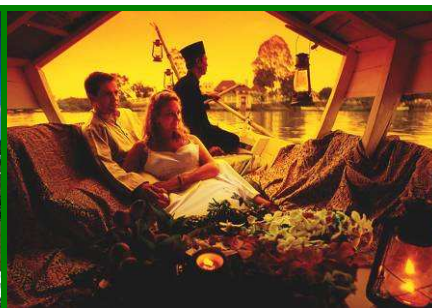
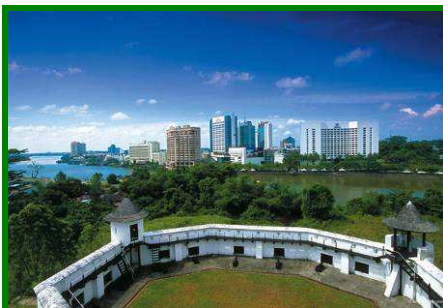
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- ✧ Spanish Quality Association, Spain
- ✧ University of Baraimi, Oman
- ✧ Universiti Tenaga Nasional (UNITEN), Malaysia

**The 18-ICIT is  
Celebrating the  
50<sup>th</sup> Sarawak  
Independence Day  
& 40th Anniversary of  
UiTM-Sarawak**

## **Conference Co-hosts & Distinguished Keynote Speakers**



**The Hon. Tan Sri Datuk Amar Haji Mohd. Morshidi bin Ab. Ghani**  
**– Secretary of State of SARAWAK**

**EDUCATION**

- St. Joseph School, Kuching
- Bachelor In Economic (Majoring In Statistic), Universiti Kebangsaan Malaysia
- Master Of Science In Human Resource Administration, University Of Scranton, Pennsylvania, U.S.A
- Course In Senior Executive Fellows, Harvard University, U.S.A

**SERVICE RECORD**

- Management Executive, Petronas (1980-1988)
- Director, Kuching North City Hall (1988-1998)
- Director, Human Resource Management, Chief Minister's Department (August 1998 – June 2000)
- Director, Human Resource Development & Quality, Chief Minister's Department (June 2000 – 2001)
- Permanent Secretary, Ministry of Social Development and Urbanisation (2001 – 14/8/2005)
- Director, State Planning Unit, Chief Minister's Department (15/1/2005 – 30/6/2006)
- Deputy State Secretary (Planning & Development) (1/7 – 31/12/2006)
- Deputy State Secretary (Administration, Security And Corporate Affairs) (1/1/2007 – 1/8/2009)
- Sarawak State Secretary (2/8/2009 – Present)





**Tan Sri Dato' Sri Prof. Ir. Dr. Sahol Hamid Abu Bakar, FASc**  
**– Vice Chancellor, UiTM, Malaysia**


**Message from the VC**

*“As the largest university in Malaysia that offers most comprehensive academic programs, UiTM is unique in its own way. We have many communities which contribute to and draw from our program, research, teaching and ideas. Whether through research development or by providing the workforce with skilled employees, we play a distinctive role in furthering Malaysia’s social, cultural, business and economic development. We embrace this obligation and are committed to ensuring our activities benefit the communities with which we serve and engage. We are the country’s largest provider of graduates in almost all professional fields, people who go on to make significant contributions to their communities and to the economy. By working closely with our communities, we are proud to play a leadership role in stimulating Malaysia’s colorful and cultural life, enhancing innovation and economic prosperity, contributing to improvements in the health and well being of the population, and fostering the debate and independent thinking that characterise our nation. I welcome you to visit our official website at [www.uitm.edu.my](http://www.uitm.edu.my) to find out more about these ways in which we engage with our communities.”*

## Conference Distinguished Keynote Speakers

	<p><b>Dato' Seri Prof. Mashkuri Bin Yaacob</b> – <b>Vice Chancellor, UNITEN, Kajang, Selangor</b></p> <p><i>Dato' Seri Prof Mashkuri Yaacob</i> obtained his first degree in Electrical Engineering in 1976 from the University of New South Wales, Australia. Subsequently he pursued his Master degree in Digital Electronics Engineering at University of Manchester, United Kingdom to be followed with a PhD degree in Computer Systems Engineering from the same university in 1980. He was the Chairman of the Institution of Engineering and Technology (IET) (UK) Malaysia network from 2003 till 2007 and was also a Council member of the IET in London from 2003 until 2005. He is currently a Fellow of Academy of Sciences (Malaysia) , Fellow of the Institution of Engineers (Malaysia), and Fellow of the Institution of Engineering and Technology (UK). He is a member of Malaysia's Engineering Accreditation Council. He was appointed the Vice Chancellor of UNITEN in January 2007. Previously he was the Deputy Vice-Chancellor (Academic) of Universiti Malaya (UM). As the VC, he has played a major role in the growth of the University, particularly in rebranding her as a quality Private University in Malaysia. UNITEN won the coveted Prime Minister's Industry Quality Excellence Award in 2009 . UNITEN was rated in Tier 5 as an excellent university in SETARA 2011 exercise, the third rating exercise undertaken at the institutional level for universities and university colleges in Malaysia. Under his stewardship UNITEN aspires to be a leading global energy university.</p>
	<p><b>Prof. Hesham Magd</b> – <b>President / Vice Chancellor &amp; Dean of the U. of BURAIMI, Oman</b></p> <p><i>Prof. Hesham Magd</i> has seventeen years of combined experience in traditional and nontraditional university teaching, academic training, community development, academic administration, curricula design, organizational change and development, distinguished research and scholarly writing, resulting in Honors, awards and recognition for academic excellence and outstanding achievement. He is the author and co-author of substantial publication records in published international journals and conference proceedings in the field of TQM, ISO 9000 and Entrepreneurship. In addition, he serves on several international journal editorial boards and helped in developing and launching journal database platform in the Middle East. In his previous appointments throughout the world and current institution, he has been the driving force behind strategic institutional development during the time of profound change in the Higher Education. He has developed centers of excellences in supply chain management and entrepreneurship. Hesham has broad knowledge of the UK, USA, Middle East University Systems, Quality and accreditation systems (AACSB, ABET, OAAA, NCAA...), Budget control, faculty development and significant experience of University senior management and a public profile at senior academic level within the sector and also experienced in practical business through his involvement with business ownership, start up and organizational presidency board members and vice president position.</p>

## Conference Co-host

	<p><b>Dr. Mohd. Azman Idris</b> – <b>Chief Operating Office, SIRIM Training Services S.B.</b></p> <p><i>Dr. Mohd Azman Idris</i> was the Expert/Trainer for APEC-Standard Based Management Program (1998-2002). Local expert for ASEAN JAPAN TQM Project (1997- 2001), National technical committee member for Quality Management Excellence Awards (QMEA). He was the Co-chair of the 13-ICIT &amp; 15-ICIT hosted by SIRIM, MPC, UNITEN, etc. He is also the Malaysian Examiner for the Asia Pacific Business Excellence Standards (APBEST) Award.</p>
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# 18-ICIT

## 18<sup>th</sup> International Conference on ISO and TQM

21-23 Apr 2014 at the **Riverside Majestic Hotel, Kuching**,  
hosted by the **UiTM, Sarawak**

### PREFACE

Welcome to the 18<sup>th</sup> International Conference on ISO and TQM organised by the **UiTM**, **SIRIM Training**, **ISSO**, and **APBEST Academy**. The history of the ICIT is summarized in the following table:-

<b>ICIT</b>	<b>Year</b>	<b>Host</b> ( <i>on Easter Mon.-Wed. every year since 1996</i> )	<b>Hosting Country</b>	<b>Theme</b>	<b>Papers</b>	<b>Delegates</b>	<b>Countries</b>
1	1996	Leicester Business School, De Montfort Uni.	England, UK	Inaugural	45	80	10
2	1997	Luton Business School, Luton University	England, UK	Business Excellence	75	100	12
3	1998	School of Business, HK Baptist University	HKSAR, China	ISO 9000 & TQM	104	160	18
4	1999	School of Business, HK Baptist University	HKSAR, China	TQM & Innovation	130	180	20
5	2000	Productivity Quality Research Centre, NUS	Singapore	Action 2000: Imperatives for Change	119	160	26
6	2001	Paisley Business School, Uni. of Paisley	Scotland, UK	Integrated Management	95	150	21
7	2002	Centre for Mangt. Quality Research, RMIT	Australia	Change Management	160	250	29
8	2003	National Quality Institute, Montreal	Canada	Business Excellence	84	150	24
9	2004	Foundation for TQM Promotion	Thailand	TQM Best Practices	80	280	20
10	2005	Shanghai Academy of Quality Management	Shanghai, China	TQM & 6-sigma for Competitiveness	140	300	26
11	2006	AA & Hang Seng School of Commerce	HKSAR	TQM & Corporate Governance	85	150	22
12	2007	AA and NCUT & CSQ	RoC	Going for Gold	68	120	17
13	2008	AA and SIRIM, MPC & UiTM	Malaysia	Innovation for Competitiveness	77	220	25
14	2010	AA and University of Scranton	USA	Lean Management	55	80	20
15	2011	AA and UNITEN, SIRIM, MPC, UiTM, CIOB(M)	Malaysia	Sustainable Development through Innovation	98	160	21
16	2012	AA & Linnaeus University	Sweden	ISO, TQM, Medical Tourism & Safety	44	60	15
17	2013	AA & U. Technology Sydney, Australia	Australia	Innovation for Sustainability & Org. Development	37	50	13

In the past, around 20% of the papers have been published in refereed journals as a result. Riding on this success, the **18-ICIT** uses **“Enhancing Growth and Productivity through Best Practices in TQM”** as a theme for the further development of ISO and TQM into the new economy.

**International Standards Organisation (ISO)** series sets out the methods that can be implemented in an organization to assure that the customers' requirements are fully met. Moreover, the organization's requirements will be met both internally and externally and at an optimum cost. This is the result of efficient organization of the resources available, including material, people and technology. The most important standard in the ISO Series is obviously ISO 9000. Over the past fourteen ICIT's the focuses were on ISO 9000. However, with the advancement of mankind, there is a pressing need for other equally important standards for organizations to develop and compete. Such examples include, but not limited to:-

- ISO 9000 - Quality Management Systems
- ISO 14000 - Environmental Management System
- ISO 14064 - Green House Gases
- ISO 14067 - Carbon Footprint for Products
- ISO 15765 - Carbon Emission for Road Vehicles
- ISO 16949 - Quality Management Systems for the Car Industry
- ISO 22000 - Food Safety Management System
- ISO 50000 - Energy Management System

Because of the significance of the ISO Series of standards, and its close relationship to TQM, **the first objective of this Conference is to consider the impact of ISO implementation on TQM.**

**TQM** provides the overall concept that fosters continuous improvement in an organization. The TQM philosophy stresses a systematic, integrated, consistent, organization-wide perspective involving everyone and everything. It focuses primarily on total satisfaction for both the internal and external customers within a management environment that seeks continuous improvement of all systems and processes. TQM has been considered by many organizations as the way to survive and succeed. **The second objective of the 18-ICIT is therefore to provide a forum for the identification of the contemporary development in the theories and practices of TQM, and for the sharing of experience.**

The Conference gives us the opportunity to benefit at first hand from the expertise and experience of eminent speakers who are senior executives of many leading edge organizations and distinguished academics contributing to the research and development of ISO and TQM. The 18-ICIT is represented by delegates from **17 countries**. The statistics of the number of papers presented is shown in the following table.

Country	No. of Papers	Country	No. of Papers
Malaysia	34	India	1
Australia	4	Kenya	1
HKSAR (China)	3	NZ	1
Singapore	2	Oman	1
Spain	2	Portugal	1
Canada	1	Sweden	1
China - Mainland	1	Taiwan	1
Egypt	1	Turkey	1
Greece	1	UAE	1
		<b>TOTAL: from 17 countries</b>	<b>58</b>

The **58 papers** of the 18-ICIT have been organized according to different areas of activities in the development of ISO and TQM. They are as follows.

Sub-theme #	Topic	No. of Papers
0	Distinguished Keynote Papers by SSS & VC-UiTM	2
1	ISO & TQM for Productivity & Growth	7
2	ISO 9000 / 14001 / 50001, OH18001, etc.	6
3	5-S, 6- $\sigma$ , QFD & other Quality Tools	5
4	Islamic-principle based Management Techniques	5
5	Knowledge Management & Learning	6
6	HRM & Organizational Development	5
7	Best Practices in Construction & Manufacturing	5
8	Best Practices in Higher Education	7
9	Best Practices in Services Sector	5
10	Best Practices in Healthcare & Pubic Sector	5
	<b>Total →</b>	<b>58</b>

We are privileged to have the following **17** prominent keynote speakers (\* including 4 Distinguished Keynote Speakers) presenting their expertise opinions on specific issues of ISO and TQM:

<b>Australia</b>	Prof. Ron Beckett ( <i>Chairman, Alliance of Supply Chain Innovations, Melbourne</i> ) A/P John Hamilton ( <i>Asso. Pro., Faculty of Law, Business &amp; Creative Arts, James Cook U, Cairns</i> )
<b>Canada</b>	Prof. Stanislav Karapetrovic ( <i>Professor, Dept. of Mechanical Engg., U. of Alberta in Edmonton</i> )
<b>China</b>	Prof. Nengquan Wu ( <i>Director, Centre of Management Research, SYS University, Guangzhou</i> )
<b>HKSAR</b>	Prof. Sam Ho ( <i>Founder Chair – ICIT, ISSO &amp; AA; Dist. Prof.-SYSU.; Speaker-Oxford U.</i> )
<b>India</b>	Prof. D.K. Banwet ( <i>Professor Dept. of Management Studies, Indian Institute of Technology, Delhi</i> )
<b>Malaysia</b>	The Hon. Tan Sri Datuk Amar Haji Mohd. Morshidi bin Ab. Ghani ( <i>State Secretary of Sarawak</i> ) * Tan Sri Dato' Sri Prof Ir Dr Sahol Hamid Abu Bakar, ( <i>Vice Chancellor, UiTM</i> ) * Dato' Seri Prof. Mashkuri Bin Yaacob ( <i>Vice Chancellor, Universiti Tenaga Nasional – UNITEN</i> ) * Prof. Jamil Hj. Hamali ( <i>Rector, UiTM, Sarawak Branch</i> ) Dr. Mohd. Azman Idris ( <i>Chief Operation Officer, SIRIM Training Services</i> )
<b>NZ</b>	Dr. Michaela Balzarova ( <i>Programme Leader in B&amp;M, Faculty of Commerce, Lincoln U.</i> )
<b>Oman</b>	Prof. Hesham A.E. Magd ( <i>Vice Chancellor &amp; Dean of College of Business, U. of Baraimi, Oman</i> ) *
<b>Singapore</b>	Prof. Pui-Man Lee ( <i>Dean, School of Business, SIM University</i> )
<b>Spain</b>	Dr. Palmira Lopez-Fresno ( <i>VP, Spanish Quality Asso. &amp; Spanish Quality Award Chief Examiner</i> )
<b>Turkey</b>	Prof. Dr. Tuncer Asunakutlu ( <i>Vice Rector, Mugla Sytky Kocman University</i> )
<b>UAE</b>	Prof. Leslie S.L. Chan ( <i>Prof. &amp; Chair of Accounting, American University of Ras Al Khaimah</i> )

We would also like to thank the Technical Committee members who have helped us so readily to review the abstracts and/or edit some of the papers. We are indebted to the editors of the **supporting journals** who come to this conference because they trust there are good quality papers for their journal publications. Last but not the least, we would also like to thank all our presenters and delegates contributing to the successful experience of the 18-ICIT. A sincere welcome to you all and we wish you an enjoyable and fruitful sharing experience at the Riverside Majestic Hotel in the beautiful city of Kuching (*Cat City*)!

#### Co-Chairs, 18-ICIT:-

	<p><b>Prof. Sam Ho</b></p> <ul style="list-style-type: none"> <li>- Founder Chair, ICIT, ISSO, &amp; APBEST Academy</li> <li>- Ex-APO Oshikawa Fellow</li> <li>- Ex-ADB Quality Expert, SIRIM</li> <li>- Ex-Research Fellow at Cambridge U. Business School</li> <li>- Speaker at Oxford U. Bus. Sch.</li> <li>- Dist. Professor in Business Excellence at SYSU-GZ, China</li> </ul>		<p><b>Prof. Dato Dr. Jamil Hj Hamali</b></p> <ul style="list-style-type: none"> <li>- Rector, UiTM Sarawak at Kuching Campus</li> <li>- Ex-Dean of the Faculty of Business Management, UiTM-Shah Alam.</li> <li>- PhD in TQM from U. of Salford, UK</li> <li>- Research in quality and performance management</li> </ul>
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