

## **The Relationships between Customer Focus, Quality Measurement and Manufacturing Performance: Mediation and Moderation Analyses**

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### ***ABSTRACT***

This paper addresses the notion that customer focus and quality measurement in total quality management (TQM) program on their own have positive influences on manufacturing performances within the context of the Malaysian manufacturing industry. This study also investigates whether manufacturing flexibility mediate the linkages between customer focus, quality measurement and manufacturing performance. This study assumes that the relationship between the independent and dependent construct is enhanced or moderated by manufacturing integration in the company. The relationships between customer focus, quality measurement, manufacturing flexibility and manufacturing performance are analyzed through statistical methods such as mediated and hierarchical multiple regression. Results of the regression-based mediation analysis suggest that manufacturing flexibility acts as a significant mediator. The result of the hierarchical regression demonstrates that manufacturing integration has a positive moderating effect on the linkage between customer focus and manufacturing performance. In contrast, it moderates negatively the overall relationship between quality measurement and manufacturing performance. The result indicates that manufacturing companies should emphasize greater attention to customer focus and quality measurement as well as manufacturing flexibility and manufacturing integration in enhancing manufacturing performance.

*Keywords: Total Quality Management (TQM), Customer Focus, Quality Measurement, Manufacturing Performance, Manufacturing Flexibility, Manufacturing Integration, Hierarchical Regression*