

## The moderator effects of ISO/TS16949 certification in Thailand Automotive Industry

### Abstract

In this paper, the relationship among TQM implementation, organizational performance measures and ISO/TS16949 certification as moderator variable is studied. It is often claimed that ISO certification generates an improvement in the performance of organizations. This research aims to find out whether ISO/TS16949 certification indeed results in better performance outcomes for organizations in automotive industry. To test the hypothesis, an instrument is developed to measure the level of TQM implementation and organizational performance. Data were obtained from 150 Thailand automotive companies with 21% response rates and analyzed through structural equation modeling (SEM). The result indicates that ISO/TS16949 certification does not moderate the relationship between TQM implementation and organizational performance.