

**QUALITY MANAGEMENT CAPABILITY AND FIRM PERFORMANCE: AN EMPIRICAL INVESTIGATION  
OF ISO 9000 CERTIFIED FIRMS IN THAILAND**

Mongkol Ekkaphan, Mahasarakham Business School Mahasarakham University, Thailand  
Phapruke Ussahawanitchakit, Mahasarakham Business School Mahasarakham University, Thailand

[dx.doi.org/10.18374/EJBR-13-3.7](https://doi.org/10.18374/EJBR-13-3.7)

**ABSTRACT**

Quality management capability has been viewed as one of key components that influence organizational outcomes. Drawing on the resource-based view approach and contingency theory, the objective of the study is to investigate the relationships among quality management capability and its antecedents, consequences, and firm performance and also to explore the moderating effects of learning capability. The results were derived from a survey of 214 ISO 9000 certified firms in Thailand which provided the interesting points of quality management capability and which was not directly associated with firm performance. The hypothesized relationships among variables are examined by using ordinary least square (OLS) regression analysis. Results suggest that some dimensions of quality management capability are a positive influence on consequences of quality management capability. In addition, organizational risk reduction and business excellence have a positive influence on firm performance. Learning capability was a moderator of the relationships among top management vision and some dimensions of quality management capability. Moreover, theoretical and managerial contributions, conclusion, and suggestions for future research are also discussed.

*Keywords: Quality Management Capability, Organizational Productivity, Customer Response, Organizational Risk Reduction, Business Excellence, Top Management Vision, Technical Knowledge Management, Limited Resource, Stakeholder Pressure, and Learning Capability*