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## RESEARCH ARTICLE

# CHALLENGES FACING IMPLEMENTATION OF ISO STANDARDS IN STATE CORPORATION IN KENYA

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### Abstract

Management of quality is a paramount in all organizations. The ISO 9001:2008 is a series of standards that represent an international consensus on good management that apply to any industry or organization whether manufacturing or service based. The numbers of companies which make attempt to get certified to ISO 9001 standard has been surging during the past years and for those already registered seem to face some challenges in implementing it. Therefore this paper is aimed at establishing the challenges faced in implementation of ISO 9001:2008 standards in State Corporation in Kenya. To participate effectively in global trade, African countries must develop the capacity to meet international standards. This, in itself, is a formidable challenge. Kenyan in particular has to surmount this challenge in order to achieve sustainable double-digit growth in its economy as envisaged in the economic blueprint.

The implementation progress should be monitored to ensure that the quality management system is effective and conforms to the standard. These activities include internal quality audit, formal corrective action and management review. Implementing a Quality Management System is not just to get certified but putting into use the documented QMS. This is a good practice so that for some time before going for certification any areas of weakness can be identified and amended. The typical objective of having ISO certified is producing products that consistently meet customer needs, reducing costs and waste and increasing confidence in the production systems capability. And to achieve these, there should be commitment of all managers from all levels of an organization and employees in general.

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## INTRODUCTION

### 1.1 Background of the study

According to ISO (2003) ISO refers to the International Organization for Standardization, which was established in Switzerland in 1946 to develop a common set of standards in manufacturing, trade and communications. It is composed of the national standards institutes and organizations of more than 145 countries worldwide. The ISO publishes thousands of technical standards, but the ISO 9001 quality management series is the most famous set of standards having a major impact on international trade. The Kenya Bureau of Standards Certification Body (KEBS CB) is one of the leading Certification bodies in the East and Central African Region. It is wholly owned by the Kenya Bureau of standards which is an organization established by an Act of parliament, The Standards Act, Cap 496 of the laws of Kenya which started its operations in August 2002.

Levitt (2005) states that ISO 9001 requirements are based on certain quality management principles which are: Customer Focus, Leadership, Worker Involvement, Process Approach, System Approach to Management, Continuous Improvement, Factual Approach to Decision Making, and Mutually Beneficial Supplier Relationships. In general the ISO standards focus on managing core value-added processes to deliver quality. Management of quality is a paramount in all organization. Any organization seeking to implement ISO 9001 QMS must not only be aware of the costs involved in implementation of the system but also it is important to quantify the expected benefits.

Due to the globalization phenomenon, certification to ISO 9001 becomes a prerequisite for every company so as to improve quality delivery. The result will be global competitiveness through satisfied customers and overall business excellence. And thus there is need to voluntarily improve quality delivery and sustained conformance to ISO 9001 which is critical to the competitiveness of an organization. Consistence of quality delivery for both products and services is what distinguishes successful companies from the rest. The ISO family of standards is used to establish auditing principles of quality practices in organizations developed and adopted globally as generic and generalized standards of total quality and to provide a public display of adherence to quality practices (Affisco, Nasri, & Paknejad, 1997). Initially standardization helped to promote quality and compatibility of global products. The focus of the standards then grew with revisions to a total quality management system.

It is good practice to implement the quality management system being documented as the documentation is developed, although this may be more effective in larger firms. In smaller companies, the quality management system is often implemented all at once throughout the organization. Where phased implementation takes place, the effectiveness of the system in selected areas can be evaluated. The implementation progress should be monitored to ensure that the quality management system is effective and conforms to the standard. These activities include internal quality audit, formal corrective action and management review. Implementing a Quality Management System is not just to get certified but putting into use the documented QMS. This is a good practice so that for some time before going for certification any areas of weakness can be identified and amended. The typical objective of having ISO certified is producing products that consistently meet customer needs, reducing costs and waste and increasing confidence in the production systems capability. And to achieve these, there should be commitment of all managers from all levels of an organization and employees in general.

## 1.2 Statement of the problem

Nicholas (2006), the former World Bank chief economist and senior vice president, notes that without addressing market access and international standards compliance issues, African firms and farmers will be unable to take full advantage of market opening initiatives such as the U.S.'s African Growth and Opportunity Act [AGOA] and the European Union's Everything but Arms initiative. In his address to the 29th ISO general assembly in 2006, Pascal Lamy, the Director General of the World Trade Organization, noted that the absence of international standards can be a serious impediment to trade. Kenya stands to spur its economic growth to a double-digit figure through participating in standards development, adopting and complying with ISO international standards. ISO international standards offer Kenya convenient solutions that will not only respond to the local and global market demands, but also be a panacea to the technological problems that it encounters.

According to the ISO Survey-2008, in East and Central Africa, Kenya has the highest number of ISO 9001 certifications with a total of 257, followed by Uganda with 44, Tanzania 12, Republic of Congo, two and Rwanda, one. Yet, the progression within Kenya represents a snail's pace compared with much of the rest of the world. Globally, the 2008 ISO Survey reported 982,832 certifications in 176 economies, with China leading with 224,616. The number of companies which make attempt to get certified to ISO 9001 standard has been surging during the past years. For those already registered seem to face some challenges in maintaining consistency in quality. This study seeks to establish challenges facing implementation of ISO standards among

State Corporation in Kenya

## 1.3 Research Objectives

- i) To investigate the effects of top management commitment in the implementation of ISO standards in an organization.
- ii) To establish how resources affects the implementation of ISO standards in an organization.

- iii) To determine the effect of employee involvement in implementation of ISO standards in an organization.
- iv) To establish how training affects the implementation of ISO standards in an organization.

#### **1.4 Justification of the study**

Today, more than ever before, it is important to match your services and products to the needs of your customer. As the international business environment becomes increasingly competitive, customers are more and more demanding where quality is concerned. The adoption of (QMS) therefore should be a strategic decision by an organization to ensure Delivery of service and/or product that meets customer requirements. It is in no doubt that ISO standards offer practical solutions to technological problems. The active participation and interest of every developed country in ISO's work means that international standards represent international consensus on optimum technological solutions to standardization problems (U.N.I.D.O., 2006).

## **CHAPTER TWO LITERATURE REVIEW**

### **2.1 INTRODUCTION**

This chapter outlines the literature review of the study to know and understand the concepts, theories, and current knowledge on quality management system- ISO 9001:2008. Also, the literature review intends to make the researcher identify the challenges facing implementation of ISO standards in organizations.

### **2.2 Theoretical Framework**

There a number of theories that can explain the issues of Quality Management in an organization and they include;

#### **2.2.1 Deming Cycle**

This is a tool for continuous improvement and it is a tool for an ongoing effort to improve products, services or processes. These efforts can seek "incremental" improvement over time or "breakthrough" improvement all at once. Among the most widely used tools for continuous improvement is a four-step quality model--the plan- do-check-act (PDCA) cycle, also known as Deming Cycle: Plan; Do; Check and Act.

If the change did not work, begin the cycle again. Deming's philosophy is based on improving products and services by reducing uncertainty and variability in the design and manufacturing processes. In Deming's view, variation is the chief culprit of poor quality. In mechanical assemblies, for example, variations from specifications for part dimensions lead to inconsistent performance and premature wear and failure. Likewise, inconsistencies in service frustrate customers and damage a firm's image. To achieve reduced variation, he advocates a never-ending cycle of product design, manufacture, test, and sales, followed by market surveys, then redesign, and so forth (Deming, 1991)

#### **2.2.2 Juran's Trilogy Theory**

Juran pushed for the education and training of managers. His thought was that human relations problems were the ones to isolate and resolve. Resistance to change was more cultural and the root cause of quality problems. In his article, "The Quality Trilogy: A Universal Approach to Managing for Quality," Juran describes problems in handling quality improvement projects. The biggest problem that Juran points out is what he calls a "crisis in quality". This crisis in quality that Juran refers to is the problem of companies that produce goods that lack in quality and deliver these goods on a global scale.

According to Juran, (2009) the use of the Trilogy processes within an organization typically begins with Quality Improvement. This is because the economic costs of poor quality have a significant negative financial impact on an organization when expressed in bottom-line terms. Quality Improvement requires that we identify "projects" for process improvement. We define the process problem, follow the diagnostic journey to discover root causes, complete the remedial journey to apply remedies, and use the Quality Control process to hold the gains. The Quality Control process is the last step and identifies key process control measures that relate to meeting customer and process requirements. The Control Plan defines how these measures are monitored and managed. By paying attention to these three processes, what Juran calls the quality trilogy, then companies can overcome problems including limited experience, inadequate means for improving quality, and a lack of urgency found in management when it comes to tackling quality.

### 2.2.3 Crosby's theory

Crosby's main point is that quality is achieved by preventing defects and conforming to requirements. Requirements must be agreed upon and employees must know how to achieve them. The monetary cost of quality is the focus of measurement, and he developed a formula to help managers track this cost. This formula provides for continuously measuring the cost of waste versus the lower theory is essential to profound knowledge. Managers cost of doing things right the first time, which is his performance standard. He urges activities (e.g., "Zero Defects Day") where management and employees reaffirm their commitment to quality. His training program focuses on helping managers develop an organizational culture that focuses on quality. The ultimate goal of his approach is to provide "defect-free" products and services to the customers (Crosby, 1996)

### 2.2.4. Similarities of the three theories

Crosby, Deming, and Juran agree that it is management's responsibility to establish an organizational culture in which commitment to quality is the main focus. The mission of the organization must be clear to everyone, and every management action must lead to fulfillment of that mission. This culture should be characterized by commitment from the top of the organization. They agree that continuous education and training at all levels is necessary to foster a common language of quality and to develop employee skills and knowledge. Effective communication, cooperation, and teamwork throughout the organization are essential.

## 2.3 Conceptual framework

### Independent Variables

### Dependent variables

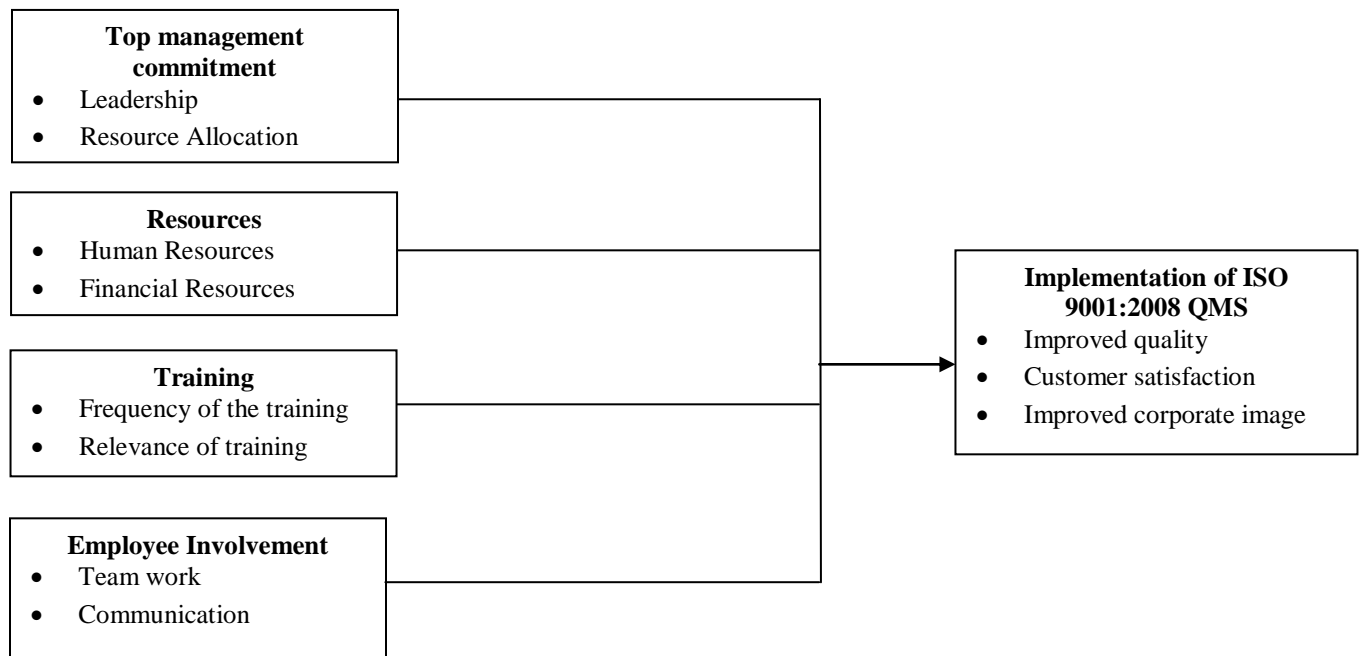


Figure 2.1 Conceptual Frameworks (Source: Author, 2015)

### 2.3.1 Top management commitment

"Actions speak louder than words", "leaders should walk the talk", these are common mantras repeated among employees and researchers alike. If there is a contradicting message coming from leadership, employees will opt for the status quo. It is therefore, the role of leadership to communicate the new mission to the employees sincerely and clearly and provide evidence of genuineness with action. Providing the employees with the needed time, support, and resources were clear signs of leadership support. Interest was also shown by demanding results and following up on them. The metrics chosen to report these results sent a clear message to employees about what really matters. No employee involvement initiative can be sustained without support from the top levels. Managers need to become mentors and create a climate in which change is encouraged and learning is facilitated.

Leadership needs to formulate organizational visions, objectives, or more simply, the desired end state of the organization. Afterwards, visions and objectives can be organized into an operational plan through policy and strategy. In relation to quality management implementation, policy is a guide for integrating quality management principles into planning processes, while strategy is a way to communicate and socialize the objective in order to make the plan effective throughout the organization. In terms of the elements of quality management content, policy and strategy cover issues of people, resources and process (Irianto, 2005).

Deming, (1986) insists that the leaders of the organization must be actively involved in the quality movement efforts believing that it's the only way to ensure the organizational competitiveness in the international market, as condensed in his seventh point: "Adopt and institute leadership". Excellent quality management does not just happen; it requires active involvement of managers from all levels of an organization. It also requires synchronization of a company's operations through documentation of operational procedures and managerial actions used to achieve customer requirements.

Quality Gurus like Deming, Juran and Crosby mentioned that top management commitment is one of the most important factors impacting the success potential of a QMS in an organization. The connection between top management commitment in an organization and quality of products may not be direct. Subordinates need to be encouraged by top management, in order to enable more investment in the elements for which they are responsible, thereby increasing the impact of these elements on the product's quality. The QM has been implemented successfully in any organization if its top management team is committed to apply and maintain it, involved in the implementation processes and periodic review is carried out on it. Quality should start with the top management and flow towards lower levels of management or sometimes discussion start from the bottom to the top. Leaders should do more than just talk. They must change conceptually and structurally to bring leadership to life at all levels. The leaders must deal with major resource decisions and new directions not just day-to-day management (Liang Tan, 1997).

Adebanjo and Kehoe (1998) quoted Morgan and Murgatroyd (1994) who cited that top management commitment is the important factor of successful QM implementation and it is a first reason why QMS fail in an organization. Ashire *et al.* (1996) outlined that the top management is the driver of QM implementation. It creates values, goals and systems to satisfy customer expectations and to improve an organizations performance. Top management commitment to quality should clarify its philosophy that quality will receive a higher priority over cost. Also, it must demonstrate its commitment to quality by providing needed human and financial resources necessary to implement QMS.

### **2.3.2 Resources**

Bhuiyan and Alam (2005) argue that, implementing ISO Standards does certainly require the involvement of several resources, especially human and financial resources. An adequate financial resource is needed by an organization to offset the related costs incurred throughout the ISO Standards implementation process, such as fees for consultancy services, training fees, costs related to certification processes as well as other relevant costs. For some organizations, these costs and fees may be deemed as relatively high and may also become a burden for them. On the other hand, human resources are also necessary to execute activities concerning documentation and internal audits. In an organization with a relatively small number of employees, ISO Standards implementation can be seen as introducing additional workloads onto the employees, especially in the aspect of documentation activities.

Amar and Zain (2002) identified that lack of sufficient funds and financial support to mobilize QM driven activities such as instituting training programs and providing quality resources are difficulties encountered by Indonesian organizations in implementing QMS-ISO 9000. From the resource aspect non the other hand, the barriers are related to lack or absence of resources that are needed in implementing ISO 9000. These resources comprise of financial, equipment, staff, information, time as well as other similar aspects. Meanwhile, the barriers related to the human aspect consist of attitude weaknesses, comprehension and perception, practices, readiness and culture of certain parties that are involved with the ISO 9000 implementation process. Among the barriers are resistance to change, unclear benefits of obtaining certification, lack of understanding on the importance of ISO 9000, workload increase, employees' culture towards quality, negative perception or attitude towards quality, attitude of third parties such as consumers or suppliers, problems relating to roles or attitudes of quality assessors or consultants, lack of involvement, cooperation and commitment from employees and lack of motivation.

### 2.3.3 Employee Involvement

Employee involvement or engagement has been defined as: “a heightened emotional and intellectual connection that an employee has for his or her job, organization, manager, or coworkers that, in turn, influences him or her to apply additional discretionary effort to his or her work.” (Gibbons, 2006). So for any strategy to succeed, organizational leaders need employees who are engaged and connected to their jobs, applying that extra effort willingly to implement change.

When the people at all levels are fully involved in the organization, this enables their abilities to be used for the organization's benefit. The people within an organization are communicated to know and understand the relevance and importance of their activities. Also, they should know how these contribute to organization objectives. Hele (2003) cited that people at all levels are the essence of an organization and their full involvement enables their abilities to be used for the organization's benefits. In addition, Ashire *et al.* (1996) indicated that the items scale for employee involvement are extent of quality circles usage, encouragement for employees to give suggestion and to implement them, extent of cross-functional teams usage, providing individual and group financial incentives, framework for evaluating quality of participation and availability of profit-sharing programs.

Jasni and Hazman (2003) posited that employee involvement in the development of the quality system and the documentation creates commitment towards the certification. Additionally, employee inputs ensure that the documented procedures are not just elegant but practical and productive. It reduces the tendency toward a mimetic and/or a coercive approach to implementing ISO 9000 both of which are not the most fruitful ways of benefiting from ISO 9000 in the long term (Boiral, 2003). Newton (2000), for instance discovered that the frontline staff who were not quite involved in the policy making, have powers to decode the policy.

### 2.3.4 Training

All implementation plans have training within them. Training provides the employees with the necessary tools to perform and implement the new strategy training. Mature organizations reported high volumes of training in many fields ranging from general awareness to technical courses. Training differs according to the level of the employee. Training should enhance the understanding of the business and processes. Employees should be given the tools necessary to examine these processes, propose changes to them, and understand the consequences of these changes.

Patel and Randell (1994) quoted Chase (1991) who views training as an important factor to the QM change process. It provides initial awareness of the fundamentals of QM. Training acts as a vehicle for communication, it raise skills of employees to take part in the improvement process. Also, it helps the employees in the organization to reform their attitudes towards quality. The employee's training programs should start to appreciate the organization's quality initiatives and understand the effects of globalization and competitiveness have on their work and the future of their organization (Madu, 1997).

Ashire *et al.* (1996) mentioned that the organization should see costs of training programs as investments in human resources. The training strategy assessment scale in any organization is measured by availability of training resources, number of training and retraining times of every employee, employees satisfaction for training and level of employee's participating in the same training session.

## 2.4 ISO Concept

The main purpose of the ISO 9001 standards is to ensure that certified firms follow the quality management system in order to meet the pre-determined quality standards relating to the production and delivering processes of goods and services. The systematic documentation of ISO 9001 helps the firms to meet the purpose (Yeung and Mok, 2008)

Many researchers studied the ability of ISO 9001 in achieving its main objectives of adding value to organization's implementing it in different economies in general or by different sectors in particular. Pan (2003) discussed ISO 9001 & ISO 14001 implementation in Far East Countries, namely in Taiwan, Japan, Hong Kong and Korea. The study involved investigating firms' motivation for certification, their implementation experiences and the benefits received. The main conclusion for implementing ISO 9001 in these countries was positive in general with some differences in motivation for and benefits gained after implementing ISO 9001. He concluded that there are common factors between these countries to go for ISO 9001 certification, namely, external pressure, gaining competitive

edge, internal and external portions and improvement of public relations. The common benefits of ISO 9000 certification among these countries are improved competitive edge, and improved public relations.

The process of implementing ISO 9001 depends with; the sophistication of your existing quality program, the size of your organization, and the complexity of your processes. The 14 steps below present a basic roadmap to implement an ISO 9001 quality management system successfully; Top management commitment, Establish implementation team, Start ISO 9001 awareness programs, Provide Training, Conduct initial status survey, Create a documented implementation plan, Develop quality management system documentation, Document control, Implementation, Internal quality audit, Management review, Pre-assessment audit, Certification and registration and Continual Improvement.

#### **2.4.1 Principles of ISO 9001:2008**

According to ISO (2008) The International Standard for Quality management adopts a number of management principles that can be used by top management to guide their organizations towards improved performance. They are;

Customer focus principle emphasizes organizations dependence on their customers, and they should understand current and future customer needs, should meet customer requirements and should try to exceed the expectations of customers. An organization attains customer focus when all people in the organization know both the internal and external customers and also what customer requirements must be met to ensure that both the internal and external customers are satisfied. ISO 9001 encourages organizations to analyze customer requirements, define the process that can contribute to achievement of a product or service that is acceptable to the customer, and keep these processes under control, hence providing a framework for continual improvement to increase the profitability of enhancing customer satisfaction and the satisfaction of interested parties (Kungu, 2010).

Leadership principle states that, leaders of an organization establish unity of purpose and direction of it. They should go for creation and maintenance of such an internal environment, in which people can become fully involved in achieving the organization's quality objective. (Oluoch, 2010).

Involvement of people principle ensures that People at all levels of an organization are the essence of it. Their complete involvement enables their abilities to be used for the benefit of the organization; however the ultimate key decisions are made by the project manager. The ISO 9001:2008 standard highlights the fact that employees at all levels of the organization are key assets and their full involvement benefits the firm through individual creativity and innovation (ISO, 2008). Another study by Santos, Mendes and Barbosa, (2011), revealed that involvement of people creates a beneficial effect on company culture by reducing departmental isolation and fostering more teamwork.

The fourth principle of ISO 9001:2008 is process approach whereby a company's desired results are achieved more efficiently when activities and related resources are managed as a process (ISO, 2008). Companies fully applying this principle achieve lower costs and shorter cycle times through efficient use of resources; improved, consistent, and predictable results ( Zeng, Tian and Tam, 2007).. This can be done through waste minimization if not elimination (Goriwondo and Maunga, 2012).

Systems approach focuses on the organization's effectiveness and efficiency in achieving its quality objectives and is contributed by identifying, understanding and managing all interrelated processes as a system. Quality Control involves checking transformed and transforming resources in all stages of production process (Hoyle, 2005). The system approach principle to management ensures long term development of the organization. There will be documentation of the company's Quality Management System and this will mean that all activities are guided by the major documents that include the policy, quality manual, procedures, control of documents, generation of records and a planned maintenance system. Understanding this principle enable firms to fully integrate and align their processes to achieve desired results, ability to focus effort on key processes, and providing confidence to stakeholders on the firm's competences in order to attain competitive advantage on the market

The principle of continuous improvement states that one of the permanent quality objectives of an organization should be the continual improvement of its overall performance, leveraging clear and concise PPMs (Process Performance Measures). Padma, Garnesh and Rajendran (2006) reiterated the importance of continuous improvement in that attainment of world-class goals is only possible by continuous improvement in all aspects of performance.

Factual approach to decision making principle acknowledges that sound decisions should be based on the analysis of factual data and information. Effective decisions are always based on the data analysis and information. While mutually beneficial supplier relationships principle enhances the ability of both the organization and its suppliers to create value as both parties are interdependent. Synergy can be found in mutually beneficial supplier relationships. This enhances the ability of both organizations to create value. The organization is able to receive materials required from suppliers on time and therefore ensure that production is done in timely manner.

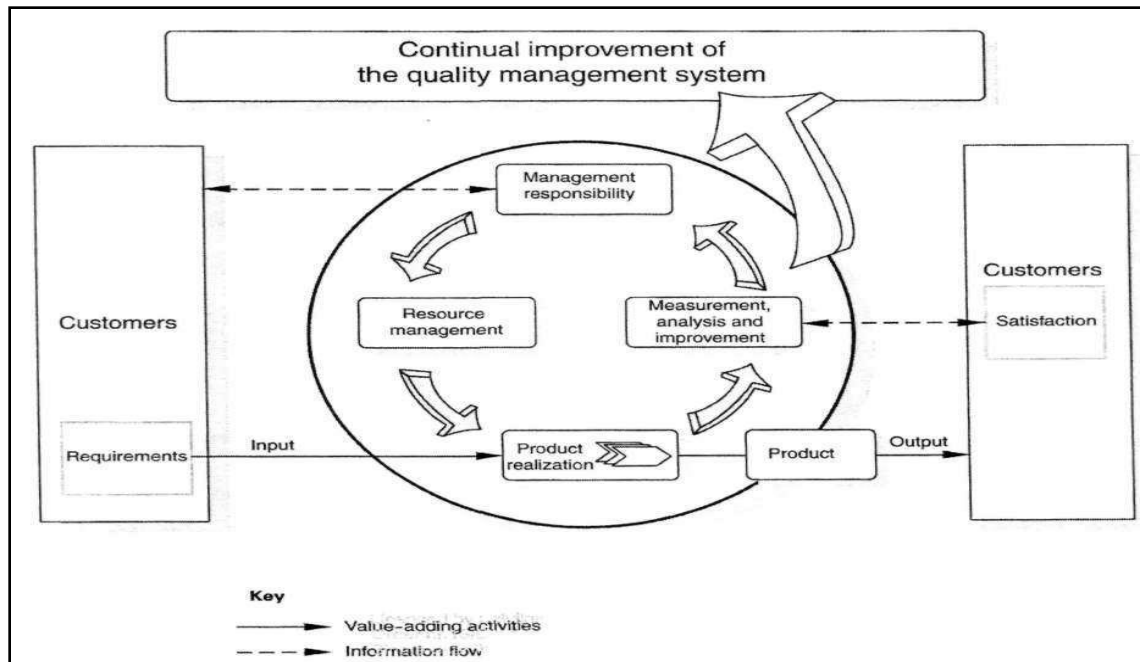
### **2.5 Quality Management Standards Concept**

Liang Tan (1997) defines quality as "A long- term business strategy, which strives to provide goods and services to fully satisfy both internal and external customers by meeting their explicit implicit expectations. According to Juran and Gryna (1998), quality means fitness for use. The end user does not always know the specifications of the product or service involved and therefore judges it on its fitness for use. The fitness of use of the institution is articulated in the mission, goals and objectives in response to the local, national and international contexts.

QMS is a systemic set of management procedures used to monitor, check and improve the organization operative and financial performances, aiming to offer the best product/service at lower costs (Paris, 2003). According to Amyx (2005), when a company has a working QMS, it is able to demonstrate its ability to meet customer and regulatory requirements and to enhance customer satisfaction. To that end, the standard contains key requirements clauses focusing on: the QMS in general, management responsibility, resource management, product realization, and measurement, analysis, and improvement. The primary aim of a QMS is to ensure that customer requirements are met consistently.

Most organizations implement the ISO standards through the quality management department, and thus the quality manager is responsible for assuring that the company meets the goals. How the goals and objectives are set and met is critical though, and the principles promote using a process approach. Critics of ISO standards point out the need for a high level of documentation and paperwork, that the system is rigid and too general and object that it does not foster creativity but rather seeks consistency and conformity.

Quality system well maintained with strong emphasis on the maintenance has great potential for continuous improvement. Internal quality audit scheduled throughout the year and interdepartmental audit with qualified auditors from each operational department plays a vital role in sustaining the quality system. Companies that implement a quality management system that conforms to ISO 9001 typically improve the documentation of operating procedures, training, and procedures for corrective action. To become certified to the ISO 9001 standard, a plant hires an accredited third-party auditor to certify that the plant has; written procedures for all significant operations, training, monitoring, and other procedures in place to ensure that written procedures are followed, and implemented procedures for continuously improving its other procedures.



**Figure 2.2: Model of a process-based Quality Management System (ISO 9001:2008)**

(Source: Frost, ISO Survey, 2011)

### 2.5.1 Conformance and Compliance Programs

The minimum compliance requirements specified in the 9001 shall be implemented consistently, to make the business reach the real “excellence”. Barak Michalle (2011) revealed “...the effective communication with customers, employees and stakeholders has become challenging, even when conducted with same cultural framework...” It is essential to think of that business, if the stakeholder needs are not identified, achieved and communicated to them, the business cannot flourish on long time, regardless of ISO certification. There are certain business elements crucial for the business excellence, which are not explicitly mentioned in the standard 9001. As Juran (2009) highlighted, “Assumptions about organization’s Vision, Mission & Competencies must fit reality”, otherwise the organization’s QMS may exist in the form of a certificate only. CEOs shall take due care before ISO certification, as what do they expect from ISO 9001 certification, in terms of value addition; Translating the so called values into business equivalent is a challenging job, as revealed by John Garder (2004), “Most contemporary organizations and writers are reluctant or embarrassed to write explicitly about values”; The very purpose of going for ISO, to streamline the system for sustaining advantage. Markides (2000) confided that “...The sustaining advantage is achieved by organizing its various activities into tight systems, which support and reinforce each other. In essence the advantage is sustained because, while imitators may adopt various ideas and techniques, the ability to manage interfaces really well...”. On the contrary, assuming the organization being certified for a mere compliance to the minimum requirements with a loose system, the advantages also will be minimum or onetime cannot be sustained.

## CHAPTER THREE

### CONCLUSIONS AND RECOMMENDATIONS

#### 3.1 INTRODUCTION

This chapter presents the conclusions and recommendations. This is in relation to the objectives that were set out in the paper which are used in establishing the challenges of ISO 9001 implementation in state corporations.

#### 3.2 CONCLUSIONS

The report concludes that the implementation progress should be monitored to ensure that the quality management system is effective and conforms to the standard. These activities include internal quality audit and management review.

However, successful implementation of ISO 9001 in organization can be elusive. One of the key reasons for this is that many organizations overlook the complexity of the implementation processes and the organizational changes that are needed to ensure the QMS is fully functional. A fully functional QMS leads to increased customer satisfaction and continuous improvement of business results. The state corporations should Implement ISO 9001 certification to achieve efficient operations , increase customer satisfaction, improvement of financial results, satisfaction of stakeholders, sustainability, continual improvement, international recognition, improved quality and image and eventually improve on it performance.

### 3.3 RECOMMENDATIONS

Even though more than a million organizations have been certified to ISO QMS 9001 standard till date, there were certain common problems faced by majority of companies in implementing ISO standards which influences their performance. And this study recommends that;

Management should believe in the benefits of registration and be actively involved in registration process. Quality policy and objectives have to be specified by management and made clear to all levels of the organization. ISO project team should be formed for developing and implementing an effective quality management system.

Since most of the organizations do not possess the needed expertise internally, they may be inclined to hire external experts to provide the necessary technical expertise and manpower. However, having a functioning and documented QMS requires more than that. It requires ensuring that all employees in the organization clearly know what is expected of them and how they can contribute to the attainment of their organizations' goals. This will likely require the preparation and implementation of a training plan tailored specifically for the ISO requirements.

As stated by Bhuiyan and Alam (2005), implementing ISO Standards does certainly require the involvement of several resources, especially human and financial resources. An adequate financial resource is needed by an organization to offset the related costs incurred throughout the ISO Standards implementation process, such as fees for consultancy services, training fees, costs related to certification processes as well as other relevant costs. Therefore organization should ensure that there is a well-planned finance before embarking on this issue.

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