An Empirical study on ISO 9001 Implementation Barriers

1Gopal, 2Dr. Rajesh Attri

1M.Tech scholar, YMCA University of Science & Technology, Faridabad, Haryana, India
2Assistant Professor, Mechanical Engineering Department, YMCA University of Science & Technology, Faridabad, Haryana, India

Abstract

With the advent of globalization, organizations need a platform from where they can remain in the competition. ISO 9001 is one of the common tool for organization for remain and sustain in this era of competitive world. In today’s business world organizations can’t ignore any strategy or implications to improve the quality and performance of product or services. Thus, after advent of ISO 9001 standards it gained wide acceptance. The purpose of this study is to analyse the role of barriers which affects implementation of standards. In order to identify these barriers various industries and experts are approached and their reviews are kept under consideration. The analysis of survey, study and opinion poll and various experts concluded that revealed nine factors out of which Top Level Management heads the list. This study suggested that we need to express an approach to meet the developing ISO 9001 requirements which empowers organizations to accomplish superior quality of goods and services. This study contributes to the frame of knowledge in the field of quality management systems.

Keywords: ISO 9001, International Organizations for Standardization, Quality Management Systems, Total Quality Management, Central Organization of Standardizations, and Quality Control (COSQC), Meta standards, Strategies.
1. Introduction
Since its introduction in 1987, the ISO 9000 standards have acknowledged wide acceptance; the number of organizations certified for ISO 9001 has grown enormously. West et al. (2000) specify that The International Organization for Standardization (ISO) was formed at Geneva in 1947 to deliver standardization of technical specifications for products operated in the international marketplace. Levitt (2005) remarks that the abbreviation "ISO" is derived from the Greek word "isos" which means "equal". ISO always tried to anxiety that “output matters” but it should be admitted that there are organizations that consider ISO 9001 and the certification of their Quality Management Systems more due to external reasons than a real and effective business enhancement model that in fact can be. The number of companies implementing the standard has been growing constantly and many companies still inspire their supply chain partners to seek certification. On its journey the standard has been brush up three times – in 1994, 2000, 2008. Exclusively, the 2000 revision was momentous. Afterwards a revised version released recently in 2015 with minor changes. According to a survey conducted by ISO in 2015 the number of certifications a total of 1,519,952 certificates were distributed worldwide in 2015 compared to 1,476,504 the previous year, an increase of 3% (ISO Survey, 2015). A total of 1,036,321 certificates were issued to ISO 9001 (including 4190 issued to the 2015 version published in September 2015) a slight decrease of 0.2% on last year (ISO Survey, 2015). This slight decrease might be due to barriers about ISO 9001 standards.

2. Literature Review
With the advent of globalization, the competitive arena and the flows of information and processes have changed radically. Many organizations have realized that to sustain competitive advantages; they must focus on the quality of the products and services they provide to customers. Erel and Ghosh (1997) addressed the complications of ISO 9000 certification in Turkey through a survey among large industrial corporations. Amar and Zain (2002) made an empirical study to inspect the obstacles met by manufacturing companies in the implementation of quality programs. The authors identified eleven relevant factors which act as barriers to implement quality programs. The identified implementation factors are: human resource, management, attitude towards quality, organizational culture, interdepartmental relations, raw materials, machines and equipment, information, methods, training, and finance.
3. Barriers to ISO 9001 Implementation

From various survey, opinion of experts it can be concluded that the most important barriers to ISO 9001 implementation are:

- Top management commitment. (Hesham and Magd, 2007).
- Employee resistance. (Sabah M. Al-Najjar, 2011)
- Difficulty of performing internal audits. (Sousa-Poza et al., 2009)
- Absence of consulting boards.
- ISO 9001 requirements are unrealistic.
- Financial resources. (Arora, 1996)
- Lack of human resources. (Sabah M. Al-Najjar, 2011)
- Insufficient employee training.
- Insufficient knowledge about quality programs. (Seddon, J, 1998)

Hesham and Magd (2007) have specified that one of the main barriers is mostly due to a lack of top management involvement and understanding of ISO 9000 requirements for the quality systems of the companies. Souza-Poza et al. (2009) detailed that there were a number of challenges facing small and medium size organizations in their struggle to implement ISO 9001 standards. The challenges identified were: lack of financial and human resources, insufficient technical knowledge of quality management, lack of knowledge of formalized systems, and a lack of experience in internal auditing. Additionally, commitment from the top management has been identified as one of the critical success factors that directly influence the success of implementing ISO 9000 within any organization. Hence, from various studies, opinion by experts Top Level Management is considered as the most important factor in implementation of ISO 9001.

4. Conclusion

Although a widespread body of research on ISO 9001 implementation barriers exists, very little empirical research has been conducted in Indian Industries. As a developing country, India is facing a shortage of endorsed researches to reflect the barriers about QMS. To enable the Indian organizations in challenging locally and abroad, the Indian government and the Ministry of Industry are encouraging Indian organizations to adopt ISO 9001 as a way to attain superior quality, but so far only 69 certificates are issued in ISO 9001:2015 as compared to 36236 certificates issued in ISO 9001:2008 version (ISO survey, 2015). ISO world annual growth is also decreased by 2.2%. The root cause of decreasing the implementation may be factors affecting implementation and various other factors such as lot of paper work, misconceptions about ISO that it uncovers job security in people minds etc. Deficiency of experience in performing internal audits is attributed to absence of understanding of the QMS, employee's level of education,
deficiency of training, and low worker morale. Thus, these factors are also kept under consideration. The present study revealed nine significant barriers which obstruct the adoption of ISO 9001; top management commitment comes at the top of the list. The Central Organization of Standardizations and Quality Control (COSQC) is a fellow of the International Standardization Organization, its membership was stopped during the restriction period. Now the COSQC membership is restored, but most of its familiar personnel have left this organization due to the circumstances after 2003. National standards boards such as COSQC, trade and industry associations, and universities have a vital role in founding feasible, self-governing, and credible national systems that will be recognized worldwide. We stress again that top management and skilled leadership are the backbone for implementing ISO 9001. Consequently, these factors need taken care by management to implement and maintaining the sustainability of an efficient ISO 9001 working organization.

References


