A Literature Review on Factors Affecting ISO 9001 Implementation in SMEs

1Gopal, 2Rajesh Attri

1M.Tech Scholar, Department of Mechanical Engineering, YMCA University of Science & Technology, Faridabad, Haryana, India.

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

Abstract

ISO 9001 is widely implemented by the manufacturing as well as service organizations in order to improve their product or service quality. But, the ISO 9001 implementation initiatives are always confronted by the presence of numerous barriers. The organizations need to tackle these barriers for successfully implementing the ISO 9001 standard. Besides the presence of barriers, its implementation process is facilitated by certain factors. The main objective of this paper is to systematically analyse the literature on factors affecting the successful implementation of ISO 9001. This paper will enable the managers of the organization to know the impact of different factors on the implementation.

Keywords: ISO 9001, implementation, manufacturing organizations, factors, motives.

1. Introduction

ISO 9001 standard provides the requirements for a quality management system. This particular standard safeguards the customers to get consistent, good quality products and services (Su et al., 2015). This standard is based on eight quality management principles i.e. customer focus, people involvement, process approach, system
approach to management, continual improvement, factual approach to decision making, and mutually beneficial supplier relationship (Lewis et al., 2005; Hoyle, 2009; Sumaedi and Yarmen, 2015). ISO 9001 can be implemented in all types of organizations such as manufacturing organization and service organization.

Poksiniska et al., (2002) discussed that that organizations are implementing ISO 9000 standard due to customer pressure; improved efficiency and productivity; higher-grade products; and marketing advantages. According to ISO survey (2015), there has been 3% increase in certification from year 2014 to 2015. The motivational factors for the implementation of ISO 9001 are product quality improvement, customer pressure/requirements, process improvement and enhanced company image and competitiveness (Georgiev and Georgiev, 2015).

The implementation of ISO 9001 is not an easy task due to the fact that certain barriers inhibit the implementation process. Besides this, there also lie a certain categories of factor which facilitate the organizations to successfully implement the ISO 9001. In view of this, the main objective of the paper is to systematically present the past literature on the factors affecting the ISO 9001 implementation.

2. Literature Review

Section 2 presents the literature review on the factors affecting the successful implementation of ISO 9001. Poksinksa et al., (2006) analysed the ISO 9001 implementation in small organizations and analysed the lost opportunities, benefits and influencing factors. The authors found that involvement and commitment of employees working for the organization, continuous improvement, training of employees and documentation are the enabling factors. In this paper, the importance of top management was also emphasized for the successful implementation of ISO 9001. Kaziliunas, (2010) analysed the effect of strategic factors (top management), motivation factors, financial factors, continuous improvement factors and auditing factors on the implementation of quality management system. This study found that all these factors are having positive significance on the implementation of quality management system.

Wickramasuriya and Dharmasiri, (2010) found that factors such as customer oriented behavior, organizational culture, process measurement and monitoring, employee satisfaction and commitment are the strategic factors in the implementation of ISO 9001 in Sri Lankan organizations. Albadran, (2014) itemized various factors such as top management commitment, customer satisfaction, employee resistance, shortage of financial resources, unwillingness to change the system and difficulty of internal audits etc. affecting the implementation of ISO 9001. Ilango and Shankar (2017) found various factors such as top management commitment, knowledge of quality management system, monitoring and feedback, time factor and cost factor, training
and education as the main factors affecting the quality management system. Psomas and Antony, (2015) analysed the effect of certain critical factors such as internal motivation, external environment pressure, employee attributes, company attributes, quality system attributes affecting the ISO 9001 quality management system. All these factors are having significant effect on ISO 9001 quality management system.

Jayasundara and Rajini, (2014) identified various factors namely internal support from management and staff, integrated quality management goals and objectives with business goals, sound management and good knowledge of quality management system as the main enablers in the implementation of ISO 9001. Martínez Fuentes et al., (2000) recognized various facilitators of ISO 9000 quality assurance system implementation. These facilitators are top management involvement, employee involvement, initial training, co-operative attitude of customers, co-operative attitude of suppliers. In this paper, various barriers hindering the successful implementation of ISO 9000 quality system were also reported. From extensive literature analysis, it has been revealed that following factor affects the implementation of ISO 9001:

- Communication
- Top management commitment and involvement
- Training and education
- Employee support and involvement
- Team work
- Motivation
- Internal audits

3. Conclusion

The increased global as well as domestic competition has forced the manufacturing organizations to implement the ISO 9001 standards. The competition is increasing day by day. In view of this, this paper has tried to analyse the literature on the factors affecting the successful implementation of ISO 9001. Moreover, important factors of ISO 9001 have been enlisted. These factors help the managers to successfully implement the ISO 9001 standards.

References


