

The Impact of ISO 9001:2015 Quality Management System Implementation on Employees Performance: A Case of Ministry of Industry, Commerce & Tourism in Kingdom of Bahrain

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Abstract - The main objective of this study was to find the impact of ISO 9001:2015 Quality management system on employee performance using the case of Ministry of Industry, Commerce and Tourism in Kingdom of Bahrain. ISO 9001:2015 Quality management system plays a major part in all kinds of organization, whether it is a public or private organization. On the other hand, it is important for organizations to increase the performance of their employee, to achieve their goals and objectives at the end. The study was necessitated by the lack of ample literature linking ISO 9001:2015 to employees' performance. The study utilized using descriptive research design involving 83 randomly selected respondents using simple random sampling methodology was applied to select respondents from the Ministry of Industry, Commerce and Tourism in Kingdom of Bahrain. The researcher used an adopted questionnaire as data gathering instrument. The findings of the study revealed that management commitment has a positive impact on the employees' performance in the Ministry of Industry, Commerce and tourism in kingdom of Bahrain. On the other hand internal communication, workplace physical environment and capacity enhancement found to have a positive impact on employees' performance. These findings are in line with the existing literature of quality management system implementation. The study recommends the adoption of QMS practices in all public and private organization in Kingdom of Bahrain. The results of the study showed that over-all implementation of ISO 9001:2015 significantly affects employees' performance. However, among all dimensions of ISO 9001:2015 considered in the analysis, only leadership or top management commitment was significant at 0.01.

Keywords: adoptive performance, contextual performance, employee performance, leadership, ISO 9001:2015.

INTRODUCTION

Fundamentally ISO is a Greek word signifying "Equivalent". Numerous individuals even today misconstrue the word ISO. The ISO (International Organization for Standardization) is the global authority responsible for providing different quality models, the most famous standard is ISO 9001:2015 quality management system standard. A large number of interconnected procedures are structured by quality management system (QMS) and implemented to meet customer requirement.

ISO 9001:2015 is an internationally recognized quality management tool which offers guidelines for continued improvement on processes. The tool is focused on meeting the expectations of citizens and customers. It evaluates the effectiveness of a sector's quality management tools and forces the sector to identify and make improvements. Despite the worldwide recognition of the ISO 9001:2015 quality management tool, it has not yet been adopted in all organizations across the world. The public sector and other civil organizations play a very important role in providing basic services to citizens and customers. These services include education, public health services, transport, or security. Given the importance of such services in the daily lives of citizens, quality is imperative. As such, most governments across the

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world are constantly undertaking measures to manage and enhance quality and reassure their citizens that their needs and national concerns are well understood and shall be taken care of effectively. However, the demands of the citizens seem more than the governments can provide, keeping governments in a continuous attempt to improve their performance in different sectors. Quality management systems and frameworks, such as the ISO 9001:2015 have been and continue to be adopted by different nations across the world in an effort to promote quality in the public sector and civil organizations.

The use of the ISO 9001:2015 quality management system is an important prerequisite for the performance of the company and the market entry Gotzamani (2015). This use of QMS is an intentional practice enabled by the association's own process, strategies, priorities and motives. Kaziliuna (2016). The selection and adoption of the QMS should be a key choice and a strategically decision by Mello et al (2017), and the enhancement and implementing the system must focus on the different relationship of each of them , since it relies on a few variables, such as: clear objectives; goods supplied and techniques. As indicated by Sharma et al (2016), A company should focus primarily on the customer and rely on their requirements and demands to ensure that the competitiveness and success of the market are maintained. Due to this current benefit condition; pressure on both individuals and employers is growing in Tanzania to continuously improve the quality of the new product and to improve the quality of existing administrations. Subsequently a large portion of the annuity assets in both created and creating world have held onto ISO 9001:2015 implementation as it will help assets to grow best ways and approaches for Quality management. The quality idea has created in the course of the most recent couple of decades to turn into management tools rather than its underlying role of control Belay et al (2017). The importance of the ISO 9001:2015 quality management system is beyond discussion, especially in a dynamic context in which everything changes fast, Sidini and Wafa (2016). The Kingdom of Bahrain is one of countries that seek to create a suitable environment for increasing the quality level in overall, as one of the procedures to achieve the economic plan vision 2030 to diversify the economy and support businesses, as many companies in the private and public sectors are seeking after quality administration usage to convey subsequently, to reach their business goals and to produce high quality products and services. This research has examined the impact of ISO 9001:2015 on employee performance. The findings of the study will help in creating policies to assist the achievement of the Bahrain vision 2030 objective especially in the Ministry of Industry, Commerce and Tourism in Bahrain.

Research Questions

Based on the mentioned studies, the research addressed the following questions:

1. What is the level of implementation of ISO 9001:2015 Quality Management System in Ministry of industry, commerce & Tourism in Bahrain in terms of; Leadership “Management Commitment, Internal Communication, Environment for the operation of processes “Work place environment” and Competence “Capacity enhancement””?
2. What is the effect of Management Commitment, Internal Communication, and Environment for the operation of processes “Work place environment” and Competence “Capacity enhancement on employees’ performance of the Ministry of industry, commerce & Tourism in Bahrain?
3. Does Management Commitment, Internal Communication, and Environment for the operation of processes “Work place environment” and Competence “Capacity enhancement significantly affects employees’ performance of the Ministry of industry, commerce & Tourism in Bahrain?

Research Objectives

The general purpose of the study was to examine the impact of quality management practices and the employee performance in Ministry of Industry and Commerce and Tourism in Bahrain. Specifically, it aims to achieve the following objectives:

1. To know the level of implementation of ISO 9001:2015 quality management system implementation in Ministry of Industry, Commerce & Tourism in Bahrain.
2. To examine the effect of Management Commitment, Internal Communication, Environment for the operation of processes “Work place environment” and Competence “Capacity enhancement on Employees performance of the Ministry of industry, commerce & Tourism in Bahrain.
3. To find the significant relationship between Management Commitment, Internal Communication, Environment for the operation of processes “Work place environment” and Competence “Capacity enhancement employees’ performance of the Ministry of Industry, Commerce & Tourism in Bahrain.

LITRUTRE REVIEW

ISO 9001:2015 encourages the adoption of a process approach to the development, implementation and enhancement of the adequacy of a quality management system; to enhance brand satisfaction by collecting customer needs to improve the association's efficiency by implementing the ISO 9001:2015 quality management system guidelines and principles.

The theoretical framework is a system that can support a research study hypothesis. This introduces and illustrates a theory that clarifies why there is a study question under the investigation. This framework clearly supports research variables and clarifies any relationship that exists, Luse, Mennecke, & Townsend, (2017). Organizations need to identify and manage numerous linked processes to function effectively. The output of one process often forms the input of another process. Process approach is the application of a system of processes within an organization, together with the identification and interactions of these processes, and their management to produce the desired outcome (ISO 2015). The goal of ISO 9001:2015 is to promote the implementation of a system approach. The QMS process-based model is shown in Figure 1.1 below.

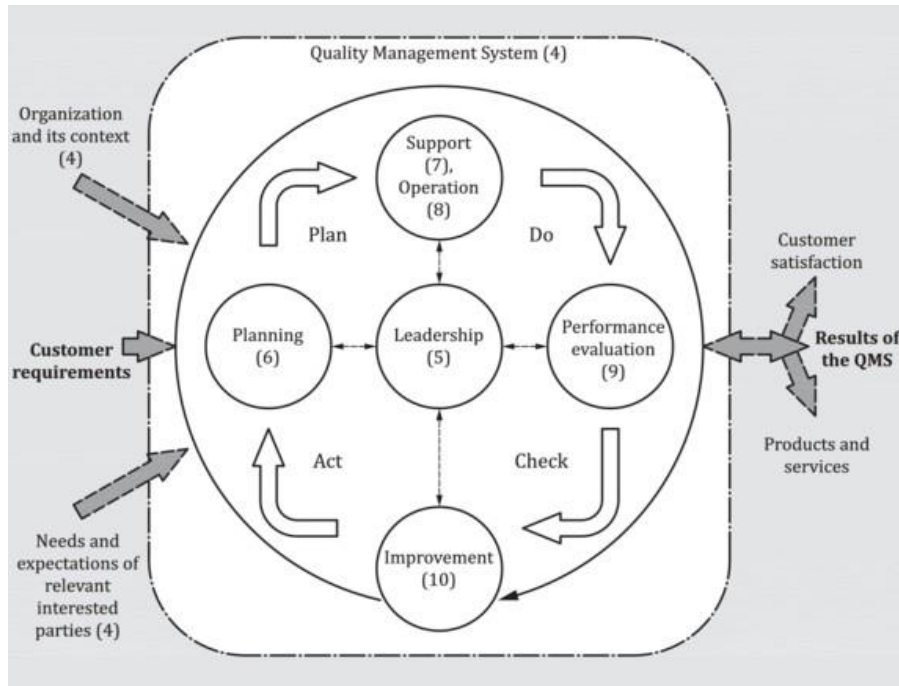


Figure.1: Theoretical framework (Source: ISO 9001:2015 Standard)

The process approach helps organizations to control the linkages between processes and the interfaces between the functional hierarchies of the organization. This approach emphasizes the importance of Understanding and meeting requirements, the need to consider processes in terms of added value, obtaining results of process performance and effectiveness, and continual improvement of processes based on objective measurement. (ISO, 2015). The model in figure.1 this shows the system linkages between clients and other stakeholders, whether internal or external, that have process specifications and expectations. Such parties provide information to the organization and define the planned performance of the system. The organization should then gather information on the performance of the process, in particular on the fulfilment and satisfaction of the stakeholders. Such data should be reviewed in order to determine if corrective action or change is needed. Such activities require the detection of resources such as products and the participation of people.

Types of inputs and outputs may be tangible (for example, materials or equipment) or intangible (for example, information or energy). The organization must ensure that the procedures increase the value of the organization and that its goals and context are well matched. The quality and efficiency of procedures can be measured by internal or external audits (ISO, 2015). "The well-known Plan-Do-Check-Act (PDCA) can also be used to describe, enforce and track corrective actions and changes" (ISO, 2015). The PDCA definition can be extended to all types of systems, from basic organizational operations to high- level strategic processes. (ISO, 2015).

PDCA methodology (ISO, 2015);

- a) Plan -Establish the objectives and processes necessary to deliver results in accordance with customer requirements and the organization's policies.
- b) Do -Implement the processes.
- c) Check -Monitor and measure processes and product against policies, objectives and requirements for the product and report the results.
- d) Act -Take actions to continually improve process performance.

The specifications of ISO 9001:2015 quality management system are intended to apply to all organizations, regardless of their size, function or services. ISO 9001:2015 sets out criteria for the quality management process where the company works. (ISO, 2015): Need to demonstrate its ability to consistently provide product that meets customer and applicable statutory and regulatory requirements; and aims to enhance customer satisfaction through the effective application of the system, including processes for continual improvement of the system and the assurance of conformity to customer and applicable statutory and regulatory requirements.

The relationship of the Management Commitment and Employee Performance on the ISO 9001:2015 Quality Management System is derived from clause 5.1 of the Management Commitment, which clarifies that the Management Board should provide evidence of its obligation to enhance and enforce the ISO 9001:2015 quality management system and continually strengthen its effectiveness by establishing a quality policy, ensuring that the quality of the management system is preserved. Also, Clause 7.4.1 Clarifies the relationship between Internal Communication and Employees Performance on the basis that the top administration must ensure that adequate communication mechanisms are developed within the organization and that contact takes place with regard to the efficacy of the quality management program. In addition, Clause 7.1.4 of Work Environment sets out the association to decide and deal with the working environment (e.g. noise, temperature, humidity, lighting or climate) needed to comply with the requirements of the product. In addition, Clause 7.2 of Competence, Learning and Awareness sets out the relationship between Capacity Development and Employee Performance on the basis of which the organization: determines on the essential capacity of workers performing work which affects the compliance of the requirements of the company, offers learning and undertakes various activities in order to carry out the basic skills.

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The following conceptual structure and diagram were used to describe the relationship between the variables of interest. The study considered the level of implementation of ISO 9001:2015 Quality management system as the independent variable and employee performance as dependent or effect variable.

Research Hypothesis

This study suggested one hypothesis to determine the impact of ISO Quality management system on employees' performance at Ministry of Industry, Commerce and Tourism in Bahrain, as below:

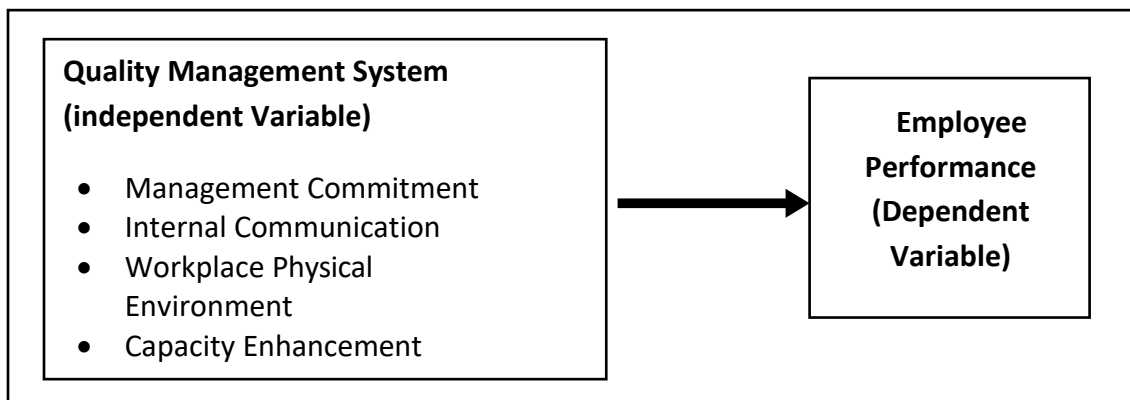


Figure 2: Conceptual framework

H₀: There is no significant relationship between management Commitment, Internal Communication, Environment for the operation of processes "Work place environment" and Competence "Capacity enhancement employees and employee's performance.

METHODOLOGY

In this study, descriptive research design was used. Descriptive as a general term used to classify a study that is data shall primarily be used to describe, characterize or provide a picture of a research subject, the respondent and population to get information concerning the status of the situation and to explain what exists about variables or conditions in the current conditions. The data was collected from the questionnaires carried out through a structured survey.

The study considered the selected employees from the Ministry of Industry, Commerce and Tourism in the Kingdom of Bahrain. The population of this study was composed of a total 400 employees of the organization. The research population refers to the total collection of elements which individual want to study or make inferences. Due to the structured and formal nature and the presence of clearly stated hypothesis and investigative questions, the study opted to consider an organization of diverse background in terms of age and gender and relative importance to the Kingdom of Bahrain. This study used the employees' population taken from the period covered in this study from December 2019 to January 2020 of the Ministry of Industry, Commerce and Tourism in the Kingdom of Bahrain as sample frame.

This study used simple random sampling. This sampling method allows all sample units to have an equal probability of being selected from the selected population (Sekaran & Bougie, 2011). This method is appropriate to the sample frame as the researcher has ready access to the names of the candidates for sampling. In order to ensure that the result obtained from studying the samples can truly represent the population and can be generalized, it is important to determine the correct sample size. Using a Yamane, (1973) formula with 95% confidence level for sample size determination which developed in 1973 is used to determine the sample size for this study as follows:

$$n = \frac{N}{1 + Ne^2}$$

Where:

n = Sample size to be determined

N = entire population of interest = 400

e = acceptable error margin = 10%

Substituting in the formula we have:

$$n = 400 / 1 + (400) (0.10)^2$$

$$= 400 / 5$$

$$n = 80.$$

Table .1: The Sample Size of the Study

Industry name	Population	Sample size
Ministry of industry, commerce and tourism	400	80
Total	400	80

RESULTS

The research primarily aimed to investigate if the level of implementation of ISO 9001:2015 significantly affects employees' performance. A regression analysis was done to see if the combined effect and the individual effects of the dimension of the independent variable cause significant variations in mean of the dependent variable. Table 4.9 presents the regression statistics showing the extent to which the independent variable, level of ISO implementation, causes the difference in mean of the dependent variable, employees' performance.

Table.2: Regression Statistics

Multiple R	0.534478
R Square	0.285667
Adjusted R Square	0.249035
Standard Error	0.414042
Observations	83

As what can be seen from the same table, the computed Adjusted R square is around 24.90%. This would imply that roughly 25% of the changes in the level of employee performance can be explained by the changes in the level of ISO 9001:2015 implementation. The analysis of variance in the succeeding section will assess if this observed effect is statistically significant.

Table.3: Analysis of Variance

	Df	SS	MS	F	Significance
Regression	4	5.34741	1.336852	7.79819316	2.43435E-05**
Residual	78	13.37162	0.171431		
Total	82	18.71903			

**significant at 0.01

Table. 4 Regression Coefficients

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	2.982349	0.26468	11.26773	4.91671 ^{E-18}	2.45541014	3.509287
Man.Com	0.455653	0.102011	4.466724	2.64915 ^{E-05**}	0.25256584	0.658741
Int.Com	-0.13931	0.095979	-1.45144	0.15066	-0.3303884	0.051772
Wor.En	-0.03634	0.055401	-0.65601	0.51374	-0.14663848	0.073951
Cap.En	0.020842	0.083257	0.250335	0.80298	-0.14491053	0.186595

***significant at 0.01*

Table .3 follows through the findings in table 4.9. The F value is computed to see if the observed effect in the Regression Statistics table is statistically significant or it simply happened by chance. As what can be gleaned in the same table, the computed F value of 7.789 is statistically significant at 0.01 level ($p < 0.01$). Over-all, the level of ISO implementation significantly affects employee performance.

However, looking at the individual loading factors, only management is significant at 0.01 ($p = 2.645E-05$). This would mean that management commitment has greater effect on employee performance than (internal communication, work place physical environment and capacity enhancement). Moreover, the null hypothesis is rejected: ISO 9001:2015 Quality management system implementation has a significant effect on employee performance. This is supported by Sultan Al Marhoobi (2018), the finding of his research shows that employees as the study results shows significant impact on employee performance, the implemented Quality Management System (QMS) ISO 9001:2015 is strongly recommended to be implemented by all Omani Civil Organizations.

CONCLUSION

The purpose of this research was to determine the effect of ISO 9001:2015 on employee performance using the case of the Ministry of Industry, Commerce and Tourism in the kingdom of Bahrain. The finding of the study has been concluded based on the conducted research above and the analysis data from the questionnaire distributed in chapter four. The result clearly showed that Implementation of ISO 9001:2015 Quality management system significantly affect employee performance, the result also showed that management commitment has more effect on employees' then the internal communication, work physical place system environment and capacity enhancement. Based on the pervious results drawn the following conclusions As far as Ministry of Industry, Commerce and Tourism in the Kingdom of Bahrain is concerned, the result of the data analysis generated from this study showed that ISO 9001:2015 Quality management system is a very important factor that plays an indispensable role of sustaining and improving employee performance which will be inverted positively on the work organization performance also The study concluded that management commitment considered one of the major factors of the ISO 9001:2015 Quality management system. Also, most of the employees agreed that management commitment not only have great effect on their performance but also has an impact on the organization. The study concluded that Ministry of Industry, Commerce and Tourism in the Kingdom of Bahrain employee performance can be highly affected also by internal communication; workplace environment and capacity enhancement have direct positive impact on employees' performance.

RECOMMENDATIONS

The study results have suggested that ISO 9001:2015 Quality management system has a better output to improve employee performance at the Ministry of Industry, Commerce and Tourism in kingdom of Bahrain. From the previous literature and study results, the recommendations are The Ministry of Industry, Commerce and Tourism in the Kingdom of Bahrain should optimize more in management commitment to achieve optimum employee performance. Furthermore, the study recommends that the internal communication, working environment and capacity enhancement level should be considered by (CEO, Primary Officers, Senior Officers and QMS coordinators) also be raised throughout the day to improve their organization's productivity levels. Increase the awareness of ISO 9001:2015 Quality management system and improve staff performance by training and developing staff skills because staff retention strategy at the Ministry of Industry, Commerce and Tourism is effective. The researcher recommends that the Ministry of Industry, Commerce and Tourism in the Kingdom of Bahrain to investigate challenges that employees are facing in implementing ISO 9001:2015 Quality management system, this investigation may help the Ministry to understand the challenges more and help to create a regulatory environment which is more suitable to increase employees' performance.

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