The implementation and performance outcomes of ISO 9000 in service organizations: An empirical taxonomy

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Abstract

Purpose
The purpose of this paper is to explore the patterns with which ISO 9000:2000 was implemented in service organizations, and to examine the performance outcomes and contextual factors which are associated with different ISO 9000:2000 implementation patterns.

Design/methodology/approach
Based on a literature review of quality management practice, a questionnaire was developed based on quality management principles of ISO 9000:2000 and three propositions. The propositions were tested using responses from managers or executives in 45 service organizations.

Findings
Cluster analysis shows that there are two markedly different ISO 9000:2000 implementation patterns among sample organizations. The analysis results also indicate that organizations with different ISO 9000:2000 implementation patterns performed differently in the two outcomes analysed.

Research limitations/implications
Managers in service organizations must realize that ISO 9000:2000 is capable of generating a competitive advantage only if top management is fully committed to the program implementation from a strategic perspective.

Originality/value
The paper contributes to the literature by offering new insights on the implementation patterns of ISO 9000:2000 in service organizations and their relationships with performance outcomes and contextual factors.

Keywords
ISO 9000 series, Performance measures, Service industries, Quality management, China

Citation

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ISO 9000 is defined as a set of international standards on quality management and quality assurance developed to help companies effectively document the quality system elements needed to maintain an efficient quality system. They are not specific to any one industry and can be applied to organizations of any size. ISO 9000 can help a company satisfy its customers, meet regulatory requirements, and achieve continual improvement. Improve organizational performance and capabilities. Align improvement activities. Empower people to make improvements. ISO 9001 is the only standard within the ISO 9000 family to which organizations can certify. Learn more about ISO 9000 training and certifications with ASQ's ISO 9000 courses and learning materials. Get started with ISO 9000. The International Organization for Standardization (also known as ISO) is a standard-setting body with headquarters in Switzerland. It is formed of a number of different representatives from many standards organizations of all types. ISO is the organization responsible for creating and maintaining standards like those found in ISO 9000. What is the difference between ISO 9000 and ISO 9001? Confusingly, ISO 9000 refers to both a single standard (ISO 9000) as well as the entire 9000 family of standards. This in turn improves process quality. Improved business performance means more secure jobs. Higher workplace happiness and job satisfaction due to roles being clearly defined and streamlined. Does implementation of ISO 9000 affect performance of the ISO-standardized public health centers in Central Sulawesi? Does MSDM strategic role affect performance of ISO-standardized public health centers in Central Sulawesi? Literature review. Iso 9000. The implementation of ISO 9000 on the product, implementation, and management had simultaneous influence towards the TQM performance of the public health centers in Palu (Sulaeman M and Mukhtar T, 2009). A number of researchers investigated the experience of service organizations with ISO 9000. Ditcketal. Organizations registered in ISO 9000 had greater results than their business operations (Ebrahimpour et al., 1997; Terziovski et al., 2003). ISO 9000 is a well-established international standard for quality management systems for all kinds of companies in nearly every industry. Developed by Technical Committee 176 of the International Organization for Standardization (ISO), it has evolved – based on input from companies and institutions – from a theoretical set of requirements in 1987 to a practical and process-oriented approach to assess the framework for quality management in 2000. Dashboards as a set of key performance indicators to monitor all processes at a reasonable degree for all relevant managerial levels. Operational definitions to describe exactly how, when, where, with which tools, by whom, how often and how much data should be collected.