

**IMPLEMENTATION OF ISO 9001:2008 STANDARDS IN FOUR SELECTED  
GOVERNMENT MINISTRIES IN KENYA**

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*Abstract*

*Organizational performance has become an essential concept in all institutions. Ideally, customers expect reliance and availability of services from organizations whether public or private. Despite the introduction of performance appraisal system in 2006, the strategies of Vision 2030 and the ISO policies, services delivered in public sectors have been found wanting and therefore the main aim of the study was to address the factors affecting implementation of ISO 9001:2008 standards in four selected government ministries in Kenya considering that there needed to be an investigation as regards the implementation process of ISO certification at the selected ministries. The study was anchored on the of planned behaviour. The results would also benefit the certification bodies on appropriate certification process approach. The respondents were asked if organizational leadership and staff attitude affected implementation of ISO 9001:2008 standard in selected ministries. Survey research design was employed to explain the general methodology of the study. The target population included all the 834 employees working at the selected ministries from whom 250 respondents were sampled using simple and stratified random sampling. Questionnaires were employed to get data from the respondents and the data generated was processed using SPSS, statistically analysed and presented it using pie charts and Tables. The results indicated that there was a significant positive effect of staff attitude and availability of resources on implementation of ISO standards in selected ministries. It is recommended that government ministries leadership should take up the responsibility for the implementation of ISO 9001:2008 standards and ensure involvement of all the staff at the ministry. They should also ensure that there are adequate resources for the implementation.*

*Keywords: ISO implementation, Organizational Leadership, Staff Skills*

## **I. INTRODUCTION**

Basically, adoption of ISO certification has revealed to be a proactive strategy that improves organization performance (Zhang, 2010). ISO 9001:2008 deals with essentials of systems of quality management that has eight principles of management which standards are based on. ISO 9001:2008 certifications were created for quality attainment and provision of defined steps for the development of organizational quality management system that is for monitoring progress of product and services as they pass through each stage of production.

The development and implementation of ISO certification may be influenced by staff attitudes which are feelings towards a system or lack of staff training characterized by the inability to understand how the certification works, or unavailability of ISO certification enabling resources. Overall, also, lack of leadership has been touted as one of the issues that may affect implementation of ISO certification. However, the extent to which these variables have influenced ISO certification implementation is significantly investigated and hence the need for the present study.

Organizations are constantly looking for modalities to improve and expand their business in terms of quality and quantity. Adoption of ISO certification has revealed to be proactive strategy improves organization performance (Zhang, 2010). ISO 9001:2008 deals with essentials of systems of quality management that has eight principles of management which standards are based on. Subba, Ragu-Nathan and Solis (2007) ISO 9001 involves the requirements that organizations have standards to fulfil. However, third party certification bodies provide validation to those organizations that meet the requirement of ISO 9001. ISO 9001 is the commonly used management tool in most organizations today but has also received a fair share of criticisms from other quarters for being wasteful instead of helping organizations. Various scholars have been arguing about the importance of ISO 9001 on company performance. Studies shows that organizations can achieve internal improvements while similar studies also indicating standards are too generic to cause organization have improvements but are good management tools.

Zhaojun and Bhaofeng (2012) in a study in South Africa noted that ISO9001:2008 has become an inevitable fixture in the public service of the country. However, there has been concerns as regards implementation of the certification process due to poor attitudes and the changing standards inherent in the certification standards. For instance, the standards keep changing and altering as more information and new research is presented. The study therefore noted that there is need to educate the staff and public on the need to keep abreast with changes in certification to suit new trends. Such an education is meant to make the staff and public both

acclimatize the new realities and develop better attitudes towards the process. How far this is true for the Kenyan situation remains largely investigated and hence largely unknown.

Consequently, studies done in Kenya (Owino, 2010; Wanjua and Anyango, 2011) show that while ISO 9001:2008 is significant, what seem to lag behind is the implementation aspects. The studies do not however go as far as to explain or give data as to the factors affecting the said implementation, leaving a huge gap in certification studies and this study hopes to fill the gap. Four ministries have been selected because they are the only ministries whose ISO certification valid, lapsed and still not renewed or are having challenges with certification progress. The first ministry is the Ministry East African Community (EAC), which is organized to coordinate, oversee and manage the initiation, implementation and evaluation of EAC policies, programmes and projects. The Ministry is important considering that Kenya is one of the six-member states including Tanzania, South Sudan, Rwanda, Uganda and Burundi. The Ministry is particularly important for the present study because it is one of the Ministries whose ISO 9001:2008 certification is still valid. Why that is so and the implementation stages and factors are important for investigation.

## **II. STATEMENT OF THE PROBLEM**

Studies have shown that implementation of ISO 9001: 2008 has received major obstacles in public offices in Kenya, however, the reasons given like bureaucratic procurement procedures and lack of staff training among others have largely been disputed and the research on which these reasons are stipulated are older reviews and conflicting to the extent that there is need for a current study that is cognizant of new realities. However, the introduction of performance appraisal system in 2006, the strategies of Vision 2030 and the ISO policies, services delivered in public sectors have been found wanting; Government institutions have received continues negative criticism on the manner and models they used in service delivery, this has resulted due to unclear, hidden and incomprehensible system used in service delivery that might be mostly affected by the process of implementation.

Several studies have been conducted on the effects of ISO 9001: 2008 certifications such as Maria and Luz (2011); Owino (2010); Wanjua and Anyango (2011); Zhaojun and Bhaofeng (2012) all this studies established that there is a positive relationship between ISO certification and organization performance and most of this studies focused on operational and business performance, none of this studies has focused on the implementation aspect of ISO hence this study anticipates to fill the gap by carrying out the current study.

### **III. OBJECTIVES OF THE STUDY**

The underlying objective of this research study is to determine the factors affecting implementation of ISO 9001:2008 standards in four selected government ministries.

- i) To examine to what extent organizational leadership affects implementation of ISO 9001:2008 standards in selected government ministries.
- ii) To establish the effect of staff attitude on implementation of ISO 9001:2008 standards in selected government ministries.

### **Research Hypotheses**

H<sub>01</sub>: Organizational leadership does not significant affect implementation of ISO 9001:2008 standards in selected government ministries.

H<sub>02</sub>: Staff attitude does not significant affect implementation of ISO 9001:2008 standards in selected government ministries.

### **Theoretical Literature**

Three theories are applicable to the present study and are presented here in the order of the most relevant, namely; Theory of planned behaviour and Contingency planning theory.

#### **Theory of planned behaviour**

Theory of planned behaviour postulated by Ajzen (1985) is designed to explain and predict human behaviour within a given specific context, the behavioural theory suggest that verdict are not in any way made impulsively, but they are as result of assertiveness or subjective norms and perceived behavioural control which primarily affect behaviour through the impact on intention. According to this theory it indicates that when someone intends to engage in a particular behaviour, they are more likely to engage in it.

Theory of planned behaviour was adopted in the model framework for development purpose and it does not assume the decision making that is rational, but rather it incorporates both unforced and thoughtful decision making. Human behaviour is assumed to follow a consistent, reasonable and often automatic path which may be biased, irrational and inaccurate (Folan & Browne, 2015). Human behaviour is based on various behavioral criteria such as occurrence, extent and contradiction. Interest behaviour in this study applied the underlying theory to launch and decide the dynamics under the current study and thus, variables like staff attitude and leadership fall relevantly on this theory.

### **Contingency Planning Theory**

Contingency planning also referred to as business continuity planning is theory that is well associated with threat management, the basis of this theory is that since all business risk cannot be fully eliminated in practice. With reference to this study contingency theory can be used to mean controls, plans, process and the totality of activities, it's the act of preparing for major catastrophe and occurrences, articulating malleable strategies and rationalizing appropriate assets that will come into play in the event. In this study contingency planning theory involves the preparing for the unexpected and planning for the unknown. The basic purpose of contingency planning theory is to minimize the adverse consequences of catastrophe and occurrences (James, 2013). Contingency Planning Theory will be adopted in this study because it describes and explains how changes in technological advancement, social values and regulations that affect decision regarding implementation process.

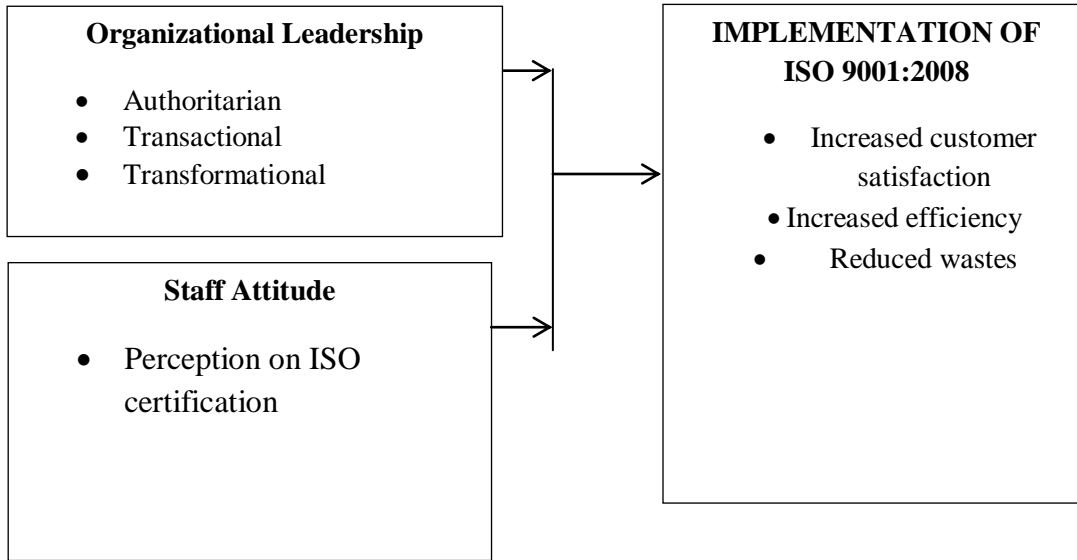
### **Conceptual Framework**

As earlier noted, according to Zhaojun and Bhaofeng (2012) there are significant factors that have been found to affect implementation of any ISO standard and they include, staff attitudes which are feelings towards a system, lack of adequate resources, poor planning, staff training, leadership and strategic focus. However, the extent to which these variables have influenced ISO certification implementation in the Kenyan context considering the different nuisances in operations and environment is significantly uninvestigated and hence the need for the present study. For the purposes of this study two significant variables have been investigated and they are: staff skills and resource availability. The model is used to offer a diagrammatic representation of the effect of the two factors, skills and resource availability on implementation of ISO 9001:2008.

The conceptual framework is presented in a schematic interpretation.

**Independent variables**

**Dependent Variable**



**IV. RESEARCH DESIGN AND METHODOLOGY**

**Research Design**

Research design that is descriptive in nature is appropriate for studies that have specific issues where problems have been defined (Mugenda & Mugenda, 2003). The issues in the study being the factors affecting implementation of ISO 9001:2008 standards in four selected government ministries in Kenya, are thus geared to address the essential why, who, when, what, and how questions in the research. The study seeks to describe a situation through the study of variable relationships. The study describes and defines the subject matter by profiling issues under study (Cooper & Schindler, 2008). It also helped the researcher to critically analyze the problem in question with a view of drawing more detailed and specific information about the subject that can be useful to the management. Most often than not, it is used as a precursor to more statistical research provides valuable pointers as to which variables are test worthy quantitatively.



### **Target Population**

The research study targeted the 834 staff working at the four selected government ministries.

**Table 1:Table showing target population**

<b>Ministries</b>	<b>Target Population</b>
East Africa Community	204
Energy and Petroleum	264
ICT	213
Gender	153
<b>Total</b>	<b>834</b>

**Source: EAC, Energy and Petroleum, ICT and Gender Records (2017).**

### **Sample and Sampling Technique**

Stratified proportion sampling is employed to obtain a suitable unit representative of analysis. This is because of the heterogeneity of the population and respondents all had equal opportunity of participation. This method is cost effective, fast track data collection, and access to the unit of analysis and elements of the study. Kothari (2004) observed that sample drawn randomly is unbiased in a way that no number of populations has any chance of being selected more than the other. The study used stratified sampling technique which involved dividing the target population of 834 staff into strata. This method was appropriate since it gave all the respondents from each of the three strata equal chance to participate. Participants were stratified into the following categories; senior level management, middle level management and ordinary staff. A sample size of 250 staff was arrived at through proportionate stratified sampling and employing 30% of the target population, a percentage that Kothari (2004) approves and says is acceptable. Table 3.2 shows the sample size determination for the study.

Hence a sample size determined in each stratum was achieved as follows:

**Table2: Table showing research sample size**

<b>Ministries</b>	<b>Target Population</b>	<b>Sample Size (30%)</b>
East Africa Community	204	61
Energy and Petroleum	264	79
ICT	213	64
Gender	153	46
<b>Total</b>	<b>834</b>	<b>250</b>

### **Data Collections Techniques**

A questionnaire is an instrument of research that contains questions on the variables of the study. The researcher used questionnaires which are more efficient and economical tool for descriptive and preventive research for the sample size that is chosen. This way it was easier to identify the level by which the respondent agreed or disagreed (Kothari, 2004). Primary data was collected using questionnaires while secondary data was used too; these materials used included books, journals, reports, journals, magazine and internet literature. The research was collect primary data for this study report and used secondary data for literature review.

### **Data Collection Procedure**

Primary data presented the actual information that remained poised for the study. Questionnaires were self-administered and hand delivered to the target respondents with the questionnaire it picked by the researcher for data analysis. The study used secondary data for literature review; these materials used included books, journals, reports, journals, and magazine and internet literature.

Questionnaires are a list of standard questions prepared to fit a certain inquiry. The questionnaires contained both closed ended questions so as to facilitate structured responses for the rating of various attributes whilst open ended questions which will help to provide additional respondents information. According to Orodho (2005)questionnaires measures likelihood of straight, even and blunt answers. This can be superior to an interview because social communion operates strongly in a face of situation that may prevent the person from expressing what he feels to be socially or professionally unacceptable views. The study used Likert-type format of questionnaires.



### **Data Analysis and Presentation**

Descriptive statistics were used for data analysis. Specifically, means, averages and percentages was used in the study. The data analysis tools were simple tabulations and presentations of the report using spread sheets. The data was presented using Tables, charts and graphs; Data was first coded then organized into concepts from which generalization was made of entire population. Data was then tabulated and frequencies calculated on each variable under study and interpretations made from the field findings. Percentages were then calculated and interpretation made. Package for Social Sciences (SPSS) Version 24.0 and excel were used in data analysis. Both correlation and linear regression analyses were used to test for both relationship and predictor element for the independent variables and the dependent variable respectively. The research hypotheses were tested by examining both the R values from the correlation results and the P-value at 95% confidence level from the regression coefficient results and consequently either accepted or rejected.

### **Regression Model**

$$y_{od} = \alpha + \beta_1 (X1) + \beta_2 (X2) + e$$

Where the variables are defined as:

Y<sub>od</sub>-Implementation

X1- organizational leadership

X2- staff attitude

e- Error term

## **V. RESEARCH FINDINGS AND DISCUSSION**

### **Response rate**

The study involved 250 questionnaires which were issued to collect data from senior level management, middle level management and ordinary staffs of the selected government ministries. 244 questionnaires were filled and returned for analysis from ministries of East African Community, Energy and Petroleum, ministry of information communication and technology and Ministry of gender which gave a response rate of 97.6%. This response rate was considered adequate for analysis to determine the factors affecting implementation of ISO 9000 standards in selected government ministries in Kenya.

**Extent of organizational leadership effect on implementation ISO 9000**

Respondents were asked to indicate the extent of organizational leadership effect on implementation ISO 9000. They responded and results were shown in the Table below

**Table 3 Effect of organizational leadership in implementation of ISO 9000**

	Frequency	Percent
None	34	13.9
little Extent	22	9.0
Moderate Extent	30	11.3
Great Extent	108	44.3
Very Great Extent	50	20.5
<b>Total</b>	<b>244</b>	<b>100.0</b>

From Table 3, majority of the respondents being 44 % (108) indicated that organization leadership affects implementation of ISO 9001:2008 standards in the ministries at a greater extent. Also 20.5 % (50) of the respondents indicated that it does at a very greater extent and this indicates that majority of the respondents cumulatively suggested that organizational leadership do affect the implementation of ISO 9001:2008 standards. This is confirmed by Lohrke, Bedeian and Palmer (2010) established that there is a direct link between participation of organization leadership and success of strategies in the workplace. They further also established that management commitment is a sound quality policy which states organization corporate vision and mission of the quality of the service or product the organization produces.

**Extent of staff attitude effect on implementation ISO 9000 standards**

Respondents were asked to indicate the extent of staff attitude effect on implementation ISO 9000 standards. They responded and results were shown in the Table below

**Table 4 Extent to which staff attitude affect Implementation of ISO 9000 standards**

	Frequency	Percent
None	18	7.4
Little extent	58	23.8
Moderate extent	20	8.2
Great extent	78	32.0
Very great extent	68	27.9
<b>Total</b>	<b>244</b>	<b>100.0</b>

From Table 4, majority of the respondents being 32 % (78) indicated that staff attitude affects implementation of ISO 9001:2008 standards in the ministries at a greater extent. Also 27.9 % (68) of the respondents indicated that it does at a very greater extent and this indicates that majority of the respondents cumulatively suggested that staff attitude do affect the implementation of ISO 9001:2008 standards. This was also in agreement with literature according to Cheng and Lai (2003) staff attitude has the potential to motivate or demotivate the entire workforce, positive attitude enables organization to attain its aims and objectives, encourages team work among staff members and resource sharing. While negative attitude express cynicism about duties, insubordination and disinterest in working with fellow staff. Further, perception and attitudes of the staff towards the ISO 9000 standards implementation process has been touted as one of the factors that influence ISO 9000 standards implementation. Its importance in the scheme of ISO 9000 standards implementation can thus not be gainsaid. Consequently, organizations have utilized plentiful methods to appraise the level of non-compliance to ISO 9000 standards implementation; nevertheless, there has continuously been certain compliance features contingent on the behavioral elements and social attitudes of the staff. Additionally, the degree of non-compliance amongst exact staff does not just rest only on individual determinants, but on a multilayered grouping of settings to which perception is a part (Hasseldine, 1999). According to Ajzen (2011) in his seminal work of subjective norms and attitudes which work is presently considered the go-to study on measurements of perception and attitude noted that; an individual's attitude towards any system may forecast his/her compliance behaviour to any feature or element under consideration. His study indicated that attitude is a fractional indication of behaviour in the sense that behaviour encompasses more features to make it complete, training, education and other senses being a small part. Thus, attitude or perception (note that these two are used interchangeably) towards an event, entity, purpose, role, action or person may be auspicious or disapproving.

#### **Correlations analysis for The Selected Ministries.**

Pearson's Correlation analysis was done for the selected ministries and their results presented Table5.

**Table 5: Pearson Correlations Results**

		Implementation	Leadership	Attitude
Implementation	Pearson Correlation	1		
	Sig. (2-tailed)			
Leadership	N	244		
	Pearson Correlation	.577**	1	
	Sig. (2-tailed)	.000		
Attitude	N	244	244	
	Pearson Correlation	.734**	.268	1
	Sig. (2-tailed)	.000	.000	
	N	244	244	244

From Table5, all the independent variables (organizational leadership and staff attitude) had a positive relationship with implementation of ISO 9001:2008 standards. Staff attitude had the highest correlation ( $r=0.734$ ,  $p < 0.01$ ), and finally organizational leadership had the least correlation with implementation of ISO 9001:2008 standards ( $r=0.577$ ,  $p < 0.01$ ). This implied that that all the variables under study have a positive relationship with the dependent variable. Empirically, and based on the results, studies have shown that implementation of ISO 9001: 2008 has received major obstacles in public offices in Kenya, the reasons given range from inadequate infrastructure resources, leadership styles, bureaucratic procurement procedures among other.

**Regression Analysis of model summary**

The study aimed at formulating a statistical model to understand the implementation of ISO 9001:2008 standards in selected government ministries and the results of model summary were as in the Table below.

**Table6 Coefficient Table of variables.**

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.
	B	Std. Error	Beta	
(Constant)	.986	.451		.000
1 Effect of organization Leadership on Implementation of ISO	.074	.105	.075	.003
Staff attitude effect on implementation of ISO	.094	.106	.107	.005

a. Dependent Variable: Implementation of ISO

From Table6, organization leadership and staff attitude have a positive effect on the implementation of ISO standards. From the Table based on standardized coefficients the multiple linear regression model achieved was given as follows;

Implementation of ISO =  $.986 + 0.75 * \text{organization leadership} + 0.107 * \text{staff attitude}$ .

From the equation above, organization leadership have a high effect of 0.75. The effects of these variables are all significant at  $p\text{-value} < .05$ . From this study it indicates that leadership contributes to the implementation of ISO standards. The literature shows that organizational leadership and staff attitude are key to implementation of quality management system.

## **VI. CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusions**

Based on the first objective, organization leadership does affect the implementation of ISO 9001:2008 standards to a great extent. It should be thus noted that organization leadership did have a positive effect on the implementation of ISO 9001:2008 standards.

Based on the second objective, staff attitude had a great implementation on ISO 9001:2008 standards in four selected government ministries in Kenya to a great extent. It can thus be concluded that staff attitude had a positive effect on the implementation of ISO 9001:2008 standards at the selected government Ministries in Kenya.

### **Recommendations**

From this study the following recommendations were deduced for proper implementation of ISO 9001:2008 standards.

The Ministry leadership should employ transformational leadership that is both charismatic and inspirational to have effective implementation of the ISO 9001:2008 standards. Also, the human resource department of the Ministries should hire qualified employees and train them on ISO standards to enhance smooth implementation. The government should also involve other stakeholders during implementation.

The Ministry management should enact in-service seminars and workshops to create buy-in among staff and improve their attitudes on the process involved in the effective implementation of the ISO 9001:2008 standards. This would help build a positive attitude among staff. Also, the government ministries should train and motivate internal auditors to enable them check on the effective implementation of the quality management system. The auditors should also ensure that internal procedures are being adhered to for proper service delivery.

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