The elements of organizational culture which influence the maintenance of ISO 9001: A theoretical framework

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ISO 9001 is a quality management system that was employed world wide by manufacturing and government entities. There were a massive number of ISO 9001 certifications that had been issued to organizations which successfully implemented ISO 9001. ISO 9001 certified organization should maintain its certification effectively because it can help organizations improve their performance. Despite the massive number of ISO 9001 certifications, the guideline or framework for ISO 9001 maintenance is yet to be developed. At the same time, a most previous study in regard to ISO 9001 focuses only on the technical facet. Apparently, the cultural facet of ISO 9001 has been neglected. This paper elaborates the framework of the elements of organizational culture which influences the maintenance of ISO 9001. The model not merely elaborates the need for technical requirements, but also the need of cultural requirements in ISO 9001 maintenance. The model could be employed as a guideline for managers in certified ISO 9001 organizations in their endeavour to maintain ISO 9001 certification effectively.

Key words: ISO 9001 maintenance, ISO 9001 requirements, organizational performance, organizational culture.

INTRODUCTION

ISO 9000 is a series of quality system standards (ISO, 2008) and these have been in place for a considerable time. They were developed from the military standard, the Allied Quality Assurance Publications (AQAPs) and ISO 9000 was first published in 1987. The standards have been reviewed in 1994, 2000 and 2008 (Van et al., 2005; ISO, 2008). Upon strong criticism to ISO 9001:1994, a major revision to ISO 9000 standards had been made in 2000. The revision involves major changes in which focus has been given to process approach, effective quality management, continual quality improvement, customer satisfaction and senior management commitment (Bhuyan and Alam, 2005; Hoyle, 2001; Kartha, 2004; Tsim et al., 2002). The ISO 9001:2000 version consists of 5 requirements name; quality management system, resource management, management responsibility, product realization and measurement, analysis and improvement (Rizetto and Benardi, 2003; Beaver, 2001; Tsim et al., 2003). In 2008, the ISO 9000 standards were revised but it only involves minor changes. ISO 9001: 2008 does not change the aim of the ISO 9001:2000 and does not introduce new requirements. It’s only to initiate clarifications to the existing ISO 9001:2001 requirements. ISO 9001:2008 also introduces changes that are intended to improve compatibility with ISO 14001:2004 (ISO, 2009).

Up to the end of December 2008, 982,832 ISO 9000 certificates had been issued in 176 countries and economies. In 2008 the total represented an increase of 31,340 certificates (3%) as compared to 2007, when the total was 951,485 in 175 countries and economies (ISO, 2010). ISO 9000 and its implementation has been the focus of much debate among academicians. The