IDENTIFYING THE CHALLENGES AND IMPACT OF ISO 9001 IMPLEMENTATION AT UTEM LIBRARY

CHIA CAI YEI

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

SUPERVISOR'S APPROVAL

I hereby declared that the project title was entitled: Identifying the Challenges and Impact of ISO 9001 Implementation at UTeM Library.

BY

CHIA CAI YEI

'I hereby declare that I have read this work and

it is sufficient in scope and quality for the purpose of conferring a

Bachelor of Technopreneurship with Honors (BTech)

SIGNATURE:

NAME OF SUPERVISOR: PM. DATIN DR. NORIZAH MOHAMAD

DATE: 22/01/2020

SIGNATURE:

NAME OF PANEL: MR. HASOLOAN HAERY IAN PIETER

DATE: 27/01/20

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CHIA CAI YEI

Thesis submitted in fulfilment of the requirements for the award of the degree of bachelor of Technopreneurship with Honors (BTech)

Faculty of Technology Management and Technopreneurship

Universiti Teknikal Malaysia Melaka

DECEMBER 2019

DECLARATION

"I acknowledge that this report is my own work except for the summary and

excerpts from which I have outlined each source"

Signature   :   _(signature)_

Name   : CHIA CAI YEI

Date   : 21/01/2020

DEDICATION

To my supervisor

To my family member

Thank you

ACKNOWLEDGEMENT

ABSTRAK

Sistem pengurusan kualiti perlu dilaksanakan untuk memastikan kualiti organisasi. Untuk melaksanakan piawaian Standardisasi Organisasi Antarabangsa (ISO), organisasi perlu memenuhi semua keperluan Piawaian Standardisasi Organisasi Antarabangsa dan kos untuk dilaksanakan adalah tinggi. Terdapat juga banyak cabaran dihadapi oleh organisasi apabila melaksanakan piawaian Standardisasi Organisasi Antarabangsa. Tujuan kajian ini adalah untuk mengenalpasti cabaran dan kesan pelaksanaan ISO 9001 di perpustakaan Universiti Teknikal Malaysia Melaka. Kaedah yang digunakan dalam kajian ini adalah kajian kes dan wawancara. 10 cabaran dan impak pelaksanaan ISO 9001 telah dikenal pasti melalui kajian literatur. 5 responden melibatkan temuduga. Kesemua 5 responden adalah pustakawan iaitu 4 pembantu dan 1 pentadbir. Keputusan temu bual menunjukkan bahawa perlawanan terhadap perubahan adalah cabaran yang paling penting, manakala prestasi organisasi, kelebihan daya saing, penglibatan pekerja dan dokumen dan kawalan data adalah kesan perpustakaan Perpustakaan Universiti Malaysia Melaka untuk melaksanakan ISO 9001. Selanjutnya, penyelidikan ini boleh menjadi salah satu rujukan untuk jabatan pengurusan risiko dengan mudah menghasilkan penyelesaian yang mungkin berdasarkan ISO 9001. Akhir sekali, meningkatkan prestasi perpustakaan Universiti Teknikal Malaysia Melaka akan memberikan perkhidmatan yang lebih baik kepada Universiti Teknikal Malaysia Melaka.

ABSTRACT

Quality management system needs to be implemented to ensure the quality of an organisation. To implement International Organization Standardization (ISO) standard, organisation need to fulfill all the requirements of International Organization Standardization standard and the cost to implement is high. There are also many challenges faced by organisation when implementing International Organization Standardization standard. The purpose of this study is to identify the challenges and the impact of ISO 9001 implementation at Universiti Teknikal Malaysia Melaka library. The method used in this research is case study and interview. 10 challenges and impact of ISO 9001 implementation has been identified through the literature review. 5 respondents involve the interview. All the 5 respondents are librarian which is 4 assistant and 1 admin. The result of interview shows that resistance to change is the most important challenges, while the organisation performance, competitive advantage, employee involvement and document and data control are the impact for Universiti Teknikal Malaysia Melaka library on implement ISO 9001. Furthermore, this research can become one of the references for risk management department to easily generate possible solution based on ISO 9001. Finally, improve the performance of Universiti Teknikal Malaysia Melaka library will provide better services to Universiti Teknikal Malaysia Melaka.

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List of Abbreviations

ISO   : International Organization Standardization

TQM   : Total Quality Management

QMS   : Quality Management System

UTeM   : Universiti Teknikal Malaysia Melaka

PDCA Cycle   : Plan, Do, Check, Act Cycle

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CHAPTER 1

INTRODUCTION

1.0   Introduction

This chapter is aim to presents an identifying the challenges and impact of ISO 9001 implementation in UTeM library. This chapter will provide the study background, research questions, objectives, approach, problem statement and scope that carry out in this research.

1.1 Study background

Nowadays, many companies tend to provide quality product to meet their customer requirement. There is also increasing pressure on company by competitor due to the continual innovation on existing products (Ochieng, Muturi, & Njihia, 2015). In order to fill up the requirement and expectation of customer, a company need to provide the output that is desire the requirement of customer, so a quality management system is needed to assist their product quality control.

Quality is crucial to success because it supply competitive advantages of productivity. It will also reduce the cost. On other word, quality is consistent commitment to a standard that able to fulfil the stated needs and expectations of specific customer. Quality management can be defined as the control of an activity to ensure the quality standard of a company outputs is unity. According to ISO 9001:2015, quality management system is a mode to determine the way of a company to meet their customer and stakeholder requirement.

Next, ISO standards are one of the ways that a company can apply to improve and protect their product quality. ISO stands for International Organization for Standardization which had been established in 1947 based on the federation from 157 countries (ISO, n.d.). It is also a non-governmental and independent international organization that provide international standards. ISO already published more than 19,000 standards and one of the standards-based on quality management is ISO 9001.

The first ISO of the document was published in the year 2000. then it became the main measurement of quality movement and the essential of management framework for all types and sizes of an organization (Fonseca, 2015). The aims of this standard are to helps the organization to provide a better quality of product to their stakeholder by applying this tool. Besides, many companies around the worldwide want to apply this Quality Management System to illustrate that they were able to meet the requirements and expectations of their customers.

ISO 9001 will be reviewed for every 5 year and revised when necessary based on the changes of business model and challenges, so in 2015, ISO 9001 had been amended and launch its third version based on the change of business model and challenges in current market place to help organization get better performance in their quality management. This new version of quality management system had been improved to enable demonstrated proposed the objective and identify a new business opportunity and to merge the other management standards to provide a wider range of implementation.

To implement ISO 9001, there are some challenges a company needs to pay attention because the challenges will affect the success of implementing ISO 9001. Therefore, company need to pay more attention to the requirement when they want to apply ISO 9001. In order to make sure the implementation of ISO 9001 is success, company need to know their company current condition clearly, then choose the suitable standards they willing to achieve with the support of registrar that familiar with your industry-based. At last, regularly assess the effectiveness and efficiency of ISO 9001 after implement in the company.

1.2   Problem statement

Quality is tended to be more concerned by many companies because Deming W. (2000) stated that product quality is an aspect of keeping the company's competitors in the market. So, many companies have started to embed the quality management system (QMS) with the aims of producing a high-quality product. Furthermore, quality management system will make a company's change because the quality of product can be measure and manage. While ISO is the most familiar standard in QMS that are designed to improve the efficiency of an organization and thereby improve the performance. ISO 9001 is the most familiar standard is ISO because it can be applied in any type and size of business.

Lack of leadership within a company will cause the company feel lost and unclear direction to achieve the company's goals (Tehreem, Nawaz, Mahmood, Sohail, & Haroon, 2013). Leaders have responsibility to lead, guide, and give advice for the employees and provide the right instruction. A leader who did not own good leadership may provide the wrong direction to the employee and it causes the objective of company will not be achieved. Employees will feel a lack of motivation, self-confidence, unsecure to perform because a leader does not lead and guide the correct way (Schilling, 2007).

Employees lack of self-awareness will affect the reputation of the company (Fisher-Buttinger & Vallaster, 2008). Employee is the ambassador of the company that protect corporate reputation, so they need to utilize some attitudes and behaviour to spread goodwill of the company. Lack of self-awareness will make employees less credible because other people are more aware if compare to employee lack of self-awareness. Poor self-awareness of employee will cut the chances of success because other employees will feel stress and less motivated to work with them.

Unsafety product produce by manufacturer may cause serious injury and harm to life of the consumer. According to BBC NEWS (2019), an Indonesian airliner has crashed into the sea with 189 people on board. The chief executive of airline said that the incident is due to the technical issue. In this case, it shows that the quality of product is related to the safety of consumer so manufacture industry need to warrant that all the parts are assembled correctly to minimise the hazard.

1.3   Research questions

1. What are the challenges in ISO 9001 implementation?
2. What is the impact of ISO 9001 implementation?
3. How to overcome the challenges of ISO 9001 implementation?

1.4   Research objectives

1. To identify the challenges in ISO 9001 implementations.
2. To determine the impact of ISO 9001 implementations.
3. To recommend appropriate practice to overcome the challenges of ISO 9001 implementation at UTeM library.

1.5   Scope of the Study

This research will focus on the success challenges and impact when implementing ISO 9001. Scope area of research will carry on at library of Universiti Teknikal Malaysia Melaka in Melaka, Malaysia. A set of interview question will be prepared by researcher and data collection will conduct to 10 librarians at UTeM library.

1.6   Organisation of the thesis

This chapter aims to find out the challenges and impact of ISO 9001 implementation and recommend appropriate practice to overcome the challenges of ISO 9001 implementation at UTeM library. Chapter 2 is the literature review, it will identify the relevant study of challenges and impact of ISO 9001 implementations from previous study. Chapter 3 will discuss the methodology chosen to conduct this research is case study and interview. Chapter 4 will analyse the data collected and the data regarding the objectives. Chapter 5 will explain the result from Chapter 4 and gives recommendations.

CHAPTER 2

LITERATURE REVIEW

2.0   Introduction

This chapter describe the review of literature about Total Quality Management (TQM), Quality Management System (QMS), International Organization Standardization (ISO) and ISO 9001. Furthermore, it will outline the challenges and impact that a company faces when implementing ISO 9001.

2.1   Total Quality Management (TQM)

Quality is a very important factor in the success of a project because it will affect the cost and time to completion the project (Ali & Rahmat, 2010). Thus, quality management has to furnish a suitable environment with acceptable techniques, tools, and procedures (Mane & Patil, 2015).

Other than that, according to Agus & Hassan (2012) TQM is a philosophy that supply for continuous improvement, meet the requirement of customer, cut down overlapping and solve team-based problem. Juneja (2019) state that TQM make sure that all of the employee is working all along with the improvement of company culture, services, systems, and processes to establish long term of success.

2.1.1 History of TQM

TQM is founded by William Deming who is a management consultant that brings huge impact to Japanese manufacturing. TQM aim to protect internal guidelines and reduce errors (BARONE, 2019). Other than that, it is the first philosophy that introduce by quality gurus based on continuous improvement in goods and services (BPIR, 2019).

Guru is a "respected teacher", "spiritual leader", or "good person" who has made a huge dedication and innovation, but also a big-scale on revolution. The gurus of quality are those people who fixed themselves and image philosophy trends in quality (Aized, 2012).

TQM can be eligible as an old management theory because its origin is from 1960s, yet, there is only small number of companies have trying to implement TQM in developing country (Jones & Seraphim, 2008). Besides, TQM was first arising by the dedication of quality gurus in Japan after Second World War (Neyestani, 2017). Table 1 shows the evolution of TQM.

Table 2.1: History of TQM.

Source: (ASQ, HISTORY OF TOTAL QUALITY MANAGEMENT (TQM), 2019)

Year	Evolution
1920	• Some of the first seeds of quality management were planted as the principles of scientific management swept through U.S. industry. • Businesses clearly separated the processes of planning and carrying out the plan, and union opposition arose as workers were deprived of a voice in the conditions and functions of their work. • The Hawthorne experiments in the late 1920s showed how worker productivity could be impacted by participation.
1930	• Walter Shewhart developed the methods for statistical analysis and control of quality
1950	• W. Edwards Deming taught methods for statistical analysis and control of quality to Japanese engineers and executives. This can be considered the origin of TQM. • Joseph M. Juran taught the concepts of controlling quality and managerial breakthrough. • Armand V. Feigenbaum's book Total Quality Control, a forerunner for the present understanding of TQM, was published. • Philip B. Crosby's promotion of zero defects paved the way for quality improvement in many companies.
1968	• The Japanese named their approach to total quality companywide quality control. It is around this time that the term quality management systems arise. • Kaoru Ishikawa's synthesis of the philosophy contributed to Japan's ascendancy as a quality leader.
Today	• TQM is the name for the philosophy of a broad and systemic approach to managing organizational quality. • Quality standards such as the ISO 9000 series and quality award programs such as the Deming Prize and the Malcolm Baldrige National Quality Award specify principles and processes that comprise TQM.

2.1.2   Method of TQM

Total Quality management can be divided into four categories that are Plan, Do, Check, and Act (Juneja, 2019). It is also referred as PDCA cycle or Deming Wheel.
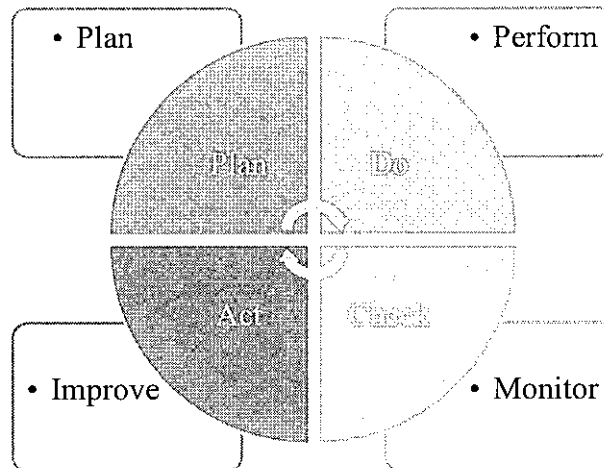

Figure 2.1: PDCA cycle

Source: (ASQ, WHAT IS THE PLAN-DO-CHECK-ACT (PDCA) CYCLE?, 2019)

2.1.2.1   History of PDCA Cycle

PDCA cycle is origin from Dr. W. Edwards Deming who is one of the Japanese lecturers in the year 1950. The idea of this cycle is coming from Shewhart cycle. In 1939, Walter Shewhart adopt and use the scientific method in his cycle. He changes the cycle from 3 step which is step 1: design, step 2: produce and step 3: sell to 4 steps while step 4 is to redesign through market research.