

A study on awareness level regarding Quality Management System in the select corporate organisations in North Bengal

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ABSTRACT: The study tried to find out the level of awareness regarding ISO 9001 based Quality Management System (QMS) in the select corporate organisations in North Bengal. It attempted to investigate the connection between the reasons of poor acceptance and level of awareness of QMS among corporate organisations. The study was conducted on the basis of a research question supported by four related queries. The study was conducted on the select corporate organisations in North Bengal not certified by ISO 9001/ QMS. A sample size of one hundred and two organisations was randomly selected from the seven districts of North Bengal. A questionnaire for the survey was framed with thirty four questions and during the survey, face-to-face interview of top management of the organisation was carried out to collect the necessary data. After analysing the data it was observed that the organisations in North Bengal are aware of QMS but they lack the required information in relation to the standard of its implementation. The effort to improve the concept of quality in India depends on the Quality Council of India (QCI) and its role needs a serious makeover. It was observed that most of the business houses were interested in QMS implementation and certification. The organisations informed that implementation of QMS will help them with customer satisfaction. Moreover, it will improve the product and service quality. The overall perception of the business organisation is that ISO 9001 based QMS is a good management system and it is applicable to all kinds of organisations as it is generic in nature. Some of the organisations felt that it is too costly, time-consuming and increases the load of paper-work.

KEYWORDS: Awareness, Generic, Implementation, Improvement, ISO 9001, Quality Management System

I. INTRODUCTION

The developing and poor countries are less aware of the utility of ISO 9001 based quality management system (QMS)^[1] whereas, the awareness level regarding quality management system among developed countries is higher.^[2] The developed countries like USA, United Kingdom, Japan, Australia, France etc. are conscious of the reality that quality management system improves processes and internal management practices. In developing countries, the scenario is different as most of them are not properly aware of the importance of their own national standard bodies.^[3]

In general, the business organisations in North Bengal^[4] are not much aware of management systems, precisely, quality management system. The QMS certification is mostly found in manufacturing industries like plywood, tiles, tea *etc.* Most of the government or public sector organisations in North Bengal are non-QMS certified but

some organisations like Indian Army, India Post, Bank of Baroda; Indian Oil *etc.* implemented the standard.

a. Need of The Study

The purpose of this study is to understand the connection between the perception of the organisations regarding QMS and the reasons of poorer adoption of the management system in manufacturing and service sector in North Bengal.

II. REVIEW OF LITERATURE

Joseph Berlin P. Juanzon in the study, 'Awareness Level towards Implementing ISO9001: 2008 of Selected Small & Medium Enterprise (SME) Construction Firms in the Philippines' stated that the implementation of Quality Management System (QMS) ISO 9001:2008 in construction industry is meant to assist the industry in the improvement of the efficiency and effectiveness of the construction management team. In achieving such goals,

assessment of the level of awareness of the SME in the construction industry towards the implementation of ISO 9001:2008 QMS was conducted. Descriptive method of research was used in data gathering as well as in the analysis and interpretation of the results. A total of 139 SME based construction firms have been selected in this study. The level of awareness of SME contractors was measured based on the theoretical framework of Knowledge, Attitude and Practice (KAP) of ISO 9001:2008 QMS in the construction sector. Results showed that most of the SME-based construction firms were not aware of the implementation of ISO 9001:2008. This implied that the initiatives of the construction industry in training, exposing, and actual learning to SME construction firms are low, which affected their level of awareness.^[5]

Salah Alolayan, Saleem Hashmi, Bekir Yilbas, Hosny Hamdy in their study, 'An empirical evaluation of the ISO 9001 Quality Management Systems for certified work organizations in Kuwait as benchmarked against analogous Swedish organizations' stated that the purpose of this paper is to investigate and explore the quality management system (QMS) of the ISO 9001 certified work organizations in Kuwait and evaluated their expectation and satisfaction levels with respect to the auditing procedures performed by various well-known certification bodies. The research has addressed multiple quality principles through a well-designed, verified and validated questionnaire. The research was based on 98 valid responded questionnaires as format (A) and 69 items as format (B). Thus, two formats were distributed for each organization under the study. Formats (A) and (B) were tailored toward quality managers or quality management representatives and non-quality related employees respectively, in the same organisation. The differences in attitudes and awareness level between these two categories were statistically measured. Furthermore, for the purpose of benchmarking, some of the research results were compared against previous research results conducted in Sweden.^[6]

P. M. C. Thilakarathne and S. K. C. Chithrangani in their article, 'A study on analysis of Managerial Attitudes towards ISO 9001: 2008 Quality Management System Introduction and Implementation Process in Sri Lanka' stated that the main motivating factors behind the implementation of ISO 9001: 2008 quality management system for both certified companies and organizations already commenced the implementation were to achieve quality improvement. The second most motivator for certified organization was to meet the corporate objectives. The principle perceived benefits of implementing ISO 9001: 2008 by both groups were customer satisfaction, increase quality awareness and reduces the production time. None of the parameters analyzed for understanding the purposes of selecting ISO 9001 quality management system and motivational factors for seeking certifications were statistically significant in both groups. The study concluded

that there was an impact towards ISO 9001: 2008 quality management systems by both certified organizations and organizations those commenced the quality system implementation in Sri Lanka.^[7]

Adam Pawliczek and Radomír Piszczur in the paper, 'Effect of Management Systems ISO 9000 and ISO 14000 on enterprises' awareness of sustainability priorities' discussed influence of implemented quality and environmental management systems ISO 9000 and ISO 14000 on enterprise sustainability (CSR) priorities. The paper brings original results and comments on realized and processed questionnaire research concerning approx. 700 companies operating through the Czech and Slovak Republic, called "Adaptability of entrepreneurship", financed by Silesian University in Opava. The paper evaluated difference in enterprise top management sustainability priorities awareness as an effect of implementation of ISO QMSs. The performance of four groups of companies (non ISO implemented, ISO 9000 implemented, ISO 14000 implemented and both ISO 9000 and 14000 implemented) was compared. There were selected seven criteria for evaluation, which can be marked as enterprise sustainability priorities plus three criteria to categorize enterprises. Four hypotheses were tested. The results show visible improvement in awareness of selected priorities at companies with implemented ISO QMS.^[8]

a. Objectives of The Study

The main objective of the study is to assess the awareness level of the organisation regarding quality management system in select corporate organisations. The study also tried to identify the reasons responsible for resisting implementation of QMS in service and manufacturing industries in North Bengal. It also attempted to investigate the connection between the reasons of poor acceptance and level of awareness of QMS among corporate organisations.

III. RESEARCH QUESTIONS

The study developed few research questions:

1. Are the business organisations in North Bengal aware of QMS standard and the process of certification?
2. What are the perceived benefits of QMS certification?
3. What are the reasons and perceived improvement after QMS certification?
4. What was the overall perception of QMS among business organisations in North Bengal?

Scope and Limitation of The Study

The study will focus on North Bengal and assess the awareness level of non ISO 9001/ QMS organisations. The findings may be helpful to some extent but should not be considered as a concluding factor for improvement of internal management system. The list of the organisation may be missing many potential organisations and the

analysis of collected information is based on the personal experience. The study is exploratory in nature and it relies on subsequent studies to confirm and it indicates a generalized situation and not any particular company or organisation.

IV. RESEARCH METHODOLOGY

The Janpath Info Book 2018 was used to locate the non-QMS certified manufacturing and service organisations in North Bengal. The directory is the latest guide to locate various types of organisations in different parts of eight districts of West Bengal or in other words North Bengal and the districts are Darjeeling, Jalpaiguri, Cooch Behar, Uttar Dinajpur, Dakshin Dinajpur, Malda, Alipurduar and Kalimpong. The list of the organisations mentioned in the directory is not concluding and there may be many more potential organisations that the study missed. The study tried to find out the level of awareness regarding ISO 9001 based Quality Management System (QMS) in the select corporate organisations in North Bengal.

RESEARCH DESIGN

The study was conducted on the non-QMS certified organisations in eight districts of North Bengal. The organisations both private and public sector *viz.* Manufacturing, Health Care, Education, Hospitality, Government, Logistics, Business Service, Finance/Banking, Real-estate business, Agro-Industry, Utilities, Engineering service *etc.* were considered in this study. A sample size of one hundred and two organisations was randomly selected from the eight districts of North Bengal. A questionnaire was framed and used in the survey where the top management was interviewed for their opinion on QMS.

DATA COLLECTION

The data was collected in person using the qualitative research tool like the interview of the middle and top management of the organisations and the questionnaire was framed in such a way that it fulfils the objective and requirements of the study and helps in collecting relevant information. There were thirty-four questions in the questionnaire structured into the name of the company, contact details, contact persons' details and others. A pilot survey was conducted on some business organisations to check the clarity and validity of the questionnaire. The appointments for interview were acquired over the telephone for randomly selected organisations from Janpath Info Book, Siliguri – 2018 – 22nd Edition. A booklet with a necessary display material and details regarding QMS was prepared for the respondents. The interview with the middle and top management of the organisations was conducted. After data coding, the data entry was done using MS Excel.

V. DATA ANALYSIS

After data collection the data analysis was done on the basis of questions in the questionnaire and the responses received from various organisations. The questionnaire was divided into five parts. The first part was information related to organisations' demography, type of business, extent of business, turnover and operational length-of-time and these were covered under question number one, two and three. The first research question of the study was dealt by the second part of the questionnaire that consist question number four to nine and collected information related to the top management's level of awareness and understanding of the QMS standard. After completion of the second part, display material and details regarding QMS was shared with the respondents just to give them a brief idea about the standard. The remaining three parts of the questionnaire was asked to complete on the basis of the information shared and previous knowledge of the respondents regarding QMS. The second research question of the study was dealt by the third part of the questionnaire that consist question number ten to sixteen and collected information related to the respondents' views on the perceived benefits of QMS certification. The third research question of the study was dealt by the fourth part of the questionnaire that consist question numbers from seventeen to twenty six and collected information related to QMS's perceived reasons and benefits in the organisation as per respondents. The fourth research question of the study was dealt by the fifth part of the questionnaire that consist question numbers from twenty seven to thirty four and collected information related to QMS's overall perception of QMS among business organisations in North Bengal. In data analysis, frequency, percentage and cumulative percent were calculated to interpret data, using Excel and later frequency distribution of each of response type's occurrences per question was created.

VI. FINDINGS OF THE STUDY

The study considered 102 numbers of non QMS certified organisations, distributed in various parts of North Bengal, as samples of minimum recommended size of the survey. A questionnaire with thirty four questions was framed and used in the survey to record the opinion of middle and top management regarding QMS. The study tried to determine the reasons of non implementation of the standard, level of awareness regarding the standard and certification process, reasons for considering certification, perceived benefits, and perceived improvements after certification and overall perceptions of QMS among business organisations in North Bengal. The Excel software was used to analyse the data. A data table was prepared to enter the coded responses.

1. DETAILS OF ORGANISATIONS

Question Number	Details	Organisation type and frequency	N
Question 1	Types of organisation	Manufacturing - 18; Health Care - 9; Education - 14; Hospitality - 9; Government - 8; Logistics - 6; Business Service - 9; Finance/ Banking - 6; Real-estate business - 6; Agro Industry - 7; Utilities - 6; Engineering service - 4	102

Question Number	Details	Frequency & percent			N	Findings
		0 to 5	6 to 10	Over 10		
Question 2	Age of the organisation	31 (30%)	23 (23%)	48 (47%)	102	Mostly up to 5 years and over 10 years

Question Number	Details	Frequency & percent					N	Findings
		1 - 24	25 - 49	50 - 74	75 - 99	100 or more		
Question 3	Number of employees	39 (38%)	21 (21%)	16 (16%)	14 (14%)	12 (12%)	102	Mostly 1-24 and 25 -49

2. RESEARCH QUESTION 1: Are the business organisations in North Bengal aware of QMS standard and the process of certification?

Question Number	Details	Frequency & percent			N	Findings
		Yes	No	Can't say		
Question 4	Any idea about ISO 9001/ QMS?	71 (69%)	20 (20%)	11 (11%)	102	Most of them heard about it.

Question Number	Details	Frequency & percent					N	Findings
		QCI information	National Media	International Media	Consultants and Business Connection	Internet		
Question 5	Source of information about QMS	0 (0%)	5 (5%)	8 (8%)	53 (52%)	36 (35%)	102	Mostly Informed by Consultants and business connection

Question Number	Details	Frequency & percent			N	Findings
		Well versed	Versed	Not versed at all		
Question 6	Knowledge of QMS	14 (14%)	26 (25%)	62 (61%)	102	Mostly not versed of QMS

Question Number	Details	Frequency & percent			N	Findings
		Yes	No	Can't say		
Question 7	Require information about QMS	83 (81%)	12 (12%)	7 (7%)	102	Mostly seek information about QMS
Question 8	Organisations aspiration for QMS	80 (78%)	14 (14%)	8 (8%)	102	Most of them want to implement QMS
Question Number	Details	Frequency & percent			N	Findings
		ISO 9001	Other	Can't say		
Question 9	Most preferred standard for certification	82 (80%)	11 (11%)	9 (9%)	102	ISO 9001 is most preferred standard

3. RESEARCH QUESTION 2: What are the perceived benefits of QMS certification?

Question Number	Details	Frequency & percent			N	Findings
		Yes	No	Can't say		
Question 10	Customer satisfaction	88 (86%)	7 (7%)	7 (7%)	102	Improves customer satisfaction
Question 11	Improved customer communication	79 (77%)	12 (12%)	11 (11%)	102	Improves customer communication

Question 12	Dedication level of the organisation	86 (84%)	9 (9%)	7 (7%)	102	Improves dedication level of the organisation
Question 13	Organisational reviews	69 (68%)	18 (18%)	15 (15%)	102	Improves organisational reviews
Question 14	Using data	85 (83%)	9 (9%)	8 (8%)	102	Use of data will be effective
Question 15	Supplier performance	78 (76%)	12 (12%)	12 (12%)	102	Improves supplier performance
Question 16	Supplier communication	63 (62%)	23 (23%)	16 (16%)	102	Improves supplier communication

4. RESEARCH QUESTION 3: What are the perceived reasons and improvements after QMS certification?

Question Number	Details	Frequency & percent			N	Findings
		Highly improved	Improved	Least improved		
Question 17	Quality of goods and services	58 (60%)	24 (24%)	16 (16%)	102	Improves quality of goods and services
Question 18	Loyalty of customers	47 (46%)	25 (25%)	30 (29%)	102	Improves loyalty of customers
Question 19	Relationship with suppliers	18 (18%)	20 (19%)	64 (63%)	102	Not improves the relationship with suppliers
Question 20	Customer satisfaction	40 (39%)	30 (29%)	32 (31%)	102	Improves customer satisfaction
Question 21	Supplier satisfaction	42 (41%)	19 (19%)	41 (40%)	102	Improves supplier satisfaction
Question 22	Market share	68 (67%)	15 (15%)	19 (19%)	102	Improves market share
Question 23	Organisational productivity	46 (45%)	31 (30%)	25 (25%)	102	Improves organisational productivity
Question 24	Wastage level in the workplace	41 (40%)	43 (42%)	18 (18%)	102	It helps in declining wastage level in the workplace
Question 25	National recognition	41 (40%)	36 (35%)	25 (25%)	102	Improves national recognition
Question 26	Regional and international recognition	45 (44%)	42 (41%)	15 (15%)	102	Improves regional and international recognition

5. RESEARCH QUESTION 4: What was the overall perception of QMS among business organisations in North Bengal?

Question Number	Details	Frequency & percent			N	Findings
		Strongly agree	Agree	Disagree		
Question 27	Management tool	52 (51%)	35 (34%)	15 (15%)	102	An effective management tool
Question 28	Business opportunities	17 (17%)	20 (20%)	65 (64%)	102	Respondent disagree to the statement
Question 29	Costs too much	42 (41%)	50 (49%)	10 (10%)	102	Most of them think that the cost is high.
Question 30	Time taking procedure	51 (50%)	45 (44%)	6 (6%)	102	Most of them think that it time taking procedure
Question 31	Business volume	62 (61%)	15 (15%)	25 (25%)	102	Improves business volume
Question 32	Documentation	26 (25%)	36 (35%)	40 (39%)	102	More documentation
Question 33	Organisations will implement QMS or not	55 (54%)	32 (31%)	15 (15%)	102	Organisation will implement QMS
Question 34	Advance QMS details required or not	51 (50%)	42 (41%)	9 (9%)	102	Advance QMS details required

VII. DATA ANALYSIS

RESEARCH QUESTION 1: Are the business organisations in North Bengal aware of QMS standard and the process of certification?

The data collected in question 4 to 9 in relation to research question 1 was analysed and it was observed that the organisations in North Bengal knew about QMS and 69% respondent 'Yes'. Most of the organisations got the information through consultants and business connections 52% and internet 35%. The study also observed that the role of Quality Council of India (QCI) that propagate, adopt and adhere to quality standards in India may be reconsidered as no one got any information from them. 61% of respondent have no proper knowledge about QMS at all. The organisations were interested in acquiring more information about QMS and 81% of responded answered 'Yes'. The organisations further considered pursuing QMS Certification and 78% responded 'Yes'. The respondents considered ISO 9001 as the most preferred standard for certification and 80% answered 'Yes'.

RESEARCH QUESTION 2: What are the perceived benefits of QMS certification?

The data collected in question 10 to 16 in relation to research question 2 was analysed and it was found that the customer satisfaction level improves and 86% responded 'Yes'. The respondents felt that QMS improves customer communication and 77% respondent said 'Yes'. It was considered that the QMS certification will improve the dedication level of the management and 84% said 'Yes'. The QMS improves organisational reviews and 68% said 'Yes'. The QMS will make data use effective and 83% supported 'Yes'. It will improve supplier performance and 76% said 'Yes' and supplier communication will improve and 62% supported 'Yes'.

RESEARCH QUESTION 3: What are the perceived reasons and improvement after QMS certification?

The data collected in question 17 to 26 in relation to research question 3 was analysed and it was found that the respondents consider that QMS will improve product and service quality - 60% (Highly improved) and 24% (Improved). It improves loyalty of customers and - 46% (Highly improved) and 25% (Improved). The study suggested relationship with suppliers will not improve - 63% (Least improved). The respondent felt that customer satisfaction will improve - 39% (Highly improved) and 29% (Improved) and the market share will get better - 67% (Highly improved) and 15% (Improved). It was also observed that respondents believe that organisational productivity will get better - 45% (Highly improved) and 30% (Improved)) and it helps in minimising the wastage in workplace - 40% (Highly improved) and 42% (Improved). The study noticed that the respondents feel that QMS

improves national recognition - 40% (Highly improved) and 35% (Improved) and regional plus international recognition will develop - 44% (Highly improved) and 41% (Improved).

RESEARCH QUESTION 4: What was the overall perception of QMS among business organisations in North Bengal?

The data collected in question 27 to 34 in relation to research question 3 was analysed and it was found that the respondent considered QMS as an effective management tool - 51% Strongly agree and 34% Agree. A substantial number of respondents said that they missed business opportunities due to non certification - 64% Disagree. The respondents felt that the standard is costly - 41% Strongly agree and 49% Agree and time taking process - 50% Strongly agree and 44% Agree. The QMS standard increases the business volume - 61% Strongly agree and 15% Agree. Some of the respondents considered that the QMS standard increases paperwork and documentation - 25% Strongly agree and 35% Agree and is considered as a negative aspect of QMS. The respondents also felt that the QMS is important and they will implement it soon - 54% Strongly agree and 31% Agree and they were looking for more information regarding QMS - 50% Strongly agree and 41% Agree.

VIII. CONCLUSION

The study tried to find out the overall awareness level of the management regarding the quality management system, specifically, ISO 9001 in non certified organisations in North Bengal, both in manufacturing and service industry. The study further tried to find out the connection between the reasons of fewer acceptances and the awareness level of the top management regarding QMS. The study was conducted in eight districts of North Bengal. The organisations both private and public sector viz. Manufacturing, Health Care, Education, Hospitality, Government, Logistics, Business Service, Finance/Banking, Real-estate business, Agro-Industry, Utilities, Engineering service etc. were considered in this study. The study considered 102 samples of business organisations and there were 4 research questions and the study was revolving around them. A questionnaire with 34 questions was framed and used in the survey where the top management was interviewed for their opinion on QMS. The data collected and analysed showed that the organisations in North Bengal are aware of QMS and heard about it. Most of the organisations got the information through consultants and business connections and internet. No organisation became aware of the QMS through Quality Council of India (QCI) that propagate, adopt and adhere to quality standards in India. The organisations further considered pursuing QMS certification and according to them ISO 9001 is the most preferred standard for certification. The organisations felt that the QMS

certification will improve customer satisfaction, customer communication and management commitment. It is an effective management tool and upgrades the data as business management tools. It will improve supplier performance and communication. The respondents further considered that QMS will improve product or service quality, level of retention of customer will improve, supplier satisfaction will improve, customer satisfaction will improve, the market share will improve, the organisational productivity will get better, helps in minimising the wastage in workplace, national recognition will improve and regional plus international recognition will develop. The organisations considered QMS as an effective management tool and they felt that they missed business opportunities due to non certification. The QMS standard helps in increasing the business volume. The respondents felt that the standard is costly, time taking and increases paperwork and documentation and it may not be considered as a guarantee or a blue-print for improved relationship with suppliers and generating new business opportunities. These are the negative aspect of QMS. The respondents also felt that the QMS is important and they will implement it soon and looking for more information.

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