

**ISO 9000 System Implementation – Impact on Employees’
Job Satisfaction, Organizational Commitment and
Motivation in Manufacturing, Finance and Government
Sector**

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Abstract

The trend of implementing the ISO 9000 Quality System has spread quickly throughout the world, including developed countries like the United States as well as developing countries in the South-East Asia. Unavoidably, this new and upcoming ISO 9000 system has stir-up doubts about the completeness of the system among professionals who had long supported the existing Total Quality Management theory. The ISO 9000 system professionals nevertheless had defended the completeness and effectiveness of the ISO 9000 System. There were many arguments for and against the standards.

This research studies the impact of the ISO 9000 System on employees' of three industries in Malaysia. It focuses on the changes of employees' job satisfaction, motivation and organizational commitment as a result of the ISO 9000 System implementation.

This research was based on a sample of 170 employees of certified companies in three industries in Malaysia. These industries are manufacturing, finance and government sector. Questionnaires were used as the main research instruments. The SPSS was utilized to analyze the data obtained from the questionnaires. The statistical techniques of frequency, reliability, paired sample t-test were used. One way ANOVA were employed for this analysis to compare means across demographic factors.

The result of the analysis revealed that there is statistically significant improvement in all three factors being studied. The result also indicated there is significant different to the effect across industries and level of income.

The findings also highlighted the need for top management to consider the effect on their employees due to implementation of projects which would give rise to changes similar to that of ISO 9000 implementation.

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