

5. 1 DISCUSSION OF FINDINGS

5.1.1 Job Satisfaction

ISO 9000 standards promote better workflow procedures. The finding showed that the job satisfaction for employees who participated in the research has increased after the implementation of the ISO 9000. Positive result was seen in all variables measuring job satisfaction. The standards' most important contribution was seen in "feedback" category. This result is rather expected as ISO 9000 standards provide clear guidelines on job flow and subordinates relationship. The standard also improves organizational communication process. Knowing the result of the work is one of the job characteristics that lead to job satisfaction.

5.1.2 Internal Motivation

The t-test result shows that internal motivation increased with the certification. The increase is mainly contributed by the increase in "accountability of work outcome" and "meaningfulness of work" categories. Thus these two variables appear to serve as the motivators. Other environment factors or new companies policies may also increase the employees' internal motivation. Since it is not compulsory for all eligible employees to response to the questionnaire, employees with low internal motivation will usually not participate in this type of research. Hence the result may be biased.

Another possible explanation is that the data or records resulting from ISO implementation is able to provide feedback to the employees regarding the result

of their works. The employees may feel responsible for the ISO 9000 system and find their hard work on the ISO 9000 system is meaningful. Thus, the employees will become motivated.

5.1.3 Organizational Commitment

Result showed there is significant improved in organizational commitment after the implementation of ISO 9000. The organizational in this research emphasizes on employees' tendency to look for another job as well as employees' willingness to give extra effort for company's benefit. By looking at the result of the previous two variables : job satisfaction and motivation, the paired sample t-test result for organizational commitment is rather expected. This is because employees who are satisfied with their job and highly motivated in performing it tend to stay longer in the company.

"Proud" variables which measures employees' feeling towards the organization has contributed the most to organizational commitment followed by employees' " awareness of the company's performances. After certification, employees are more proud to tell people that they are part of the organization that practiced international quality standards. This is more towards intrinsic satisfaction of the employees.

5.2 Managerial Implication

The result of the study point to several important implications for companies who are considering or have already implemented the ISO 9000

standards. The improvements in Job Satisfaction, Internal Motivation and Organizational Commitment is a welcoming indicator. It can be used as a selling point for the top management to implement or retain the ISO 9000 standards.

In the regression test for organizational commitment, the result showed employees are significantly more proud to tell others that they are part of the organization. Companies with ISO 9000 are perceived as quality and well-managed companies by employees. Being part of this organization would certainly be a favor to them. Many companies in Malaysia are toward certification and are hunting for employees with ISO 9000 System experience. This would lead to negative impact on certified companies employees turnover. Thus certified companies should come up with solution on how to retain good employees.

5.3 Suggestions for Future Research

Researchers who plan to do further research on this subject is recommended to conduct a more details and comprehensive questionnaires for each dependent variables. For example, job satisfaction variable can be further divided into satisfaction with supervisor category and satisfaction with environment.

It is strongly recommended that the survey before and after ISO implementation is conducted separately. As for this survey which respondents are required to recall the feelings, it may yield inaccurate result. Respondents'

responds may have been influenced with current situation. Respondents may have also forgotten the feeling that occurred past time.

A control sample, which monitors environmental factors that may have affected the respondents, should be conducted. A similar study should be conducted on other companies who implemented TQM concept. The changes in mean should be compared to this research. It will provide a good indicator on whether the improvements in job satisfaction, motivation and organizational commitment are quantitatively significant compared to Total Quality Management.

Lastly, it is suggested for similar study to be conducted in other industries in Malaysia such as service industry, transportation industry and agriculture industry to see the difference in results. This would provide a good indicator as in which industry the ISO 9000 system is significant.