

How To Achieve ISO 9000 Registration Economically And Efficiently

The Relationship Between ISO 9000 Certification, TQM Practices, and Organizational Performance

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There is no consensus among the research community about the relationship between ISO 9000 certification and total quality management (TQM). Some researchers suggest that ISO 9000 certification be implemented first to create a favorable environment for TQM implementation next, while others believe TQM provides a good starting point for ISO 9000 certification. The effect of such of these quality management practices on organizational performance is still debated. This paper developed a conceptual model to study the relationships between ISO 9000 certification, TQM practices, and organizational performance. The model was tested with data collected from 176 certified firms in various industrial sectors in Tunisia. Data analysis indicated considerable support for the conceptual model. The results indicated that, in the case of Tunisian firms, implementing ISO 9000 first before embarking on TQM leads to better organizational performance, although both ISO 9000 certification and TQM practices directly affect organizational performance.

Key words: ISO 9000 certification, organizational performance, path analysis, TQM practices

INTRODUCTION

ISO is the world's largest developer and publisher of international standards. In recent years, a broader community encompassing business, government, and international organizations has become increasingly aware of how much the big, wide world of ISO standards has to offer, notably with its widely diffused quality management practice: ISO 9000. Concurrently with the ISO 9000 diffusion, total quality management (TQM), which merges concerns with customer satisfaction, shareholder satisfaction, process efficiency, and employee well-being, has gained a lot of popularity. ISO 9000 and TQM have each attracted a lot of attention from practitioners and scholars. Yet, their relationship has gained less attention. Research carried out on the links between these quality management practices has shown contradictory conclusions (Sampaio, Saraiva, and Montenegro 2012). Indeed, if some researchers consider that ISO 9000 certification is a step for TQM implementation (Gotzamani, Theodorakioglou, and Tsiotras 2006; Han, Chen, and Ebrahimpour 2007; Martinez-Costa et al. 2009; Kuo et al. 2009; Prajogo 2011), others, on the contrary, consider that the effects of ISO 9000 certification on TQM practices is not clear (Sila and Ebrahimpour 2002).

In her review, Radziwill (2013) stated that investigations about "TQM and validating the effectiveness of different approaches to quality management" is an emerging research trend. The three research questions in this study are part of this research trend. These questions are: 1) Can ISO 9000 certification be considered

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